



**Research Product 98-24**

**Direct and Lead Units During  
Preparation for the Battle  
(Battlefield Function 19)  
as Accomplished by a  
Forward Support Battalion  
Volume 1: Function Analysis**

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BDM Federal, Inc.

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**Armored Forces Research Unit**

**U.S. Army Research Institute for the Behavioral and Social Sciences**

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14. ABSTRACT (Maximum 200 words):  The purpose of the overall research program was to document the synchronization required by command and control tasks performed within the armored brigade, to include combat support and combat service support units. The immediate application of the documentation was to support developers of staff training in two related projects: Battle Staff Training System and Staff Group Trainer. The documentation was also intended to assist with the planning and execution of collective training.  The documentation approach was to apply function analysis (FA) techniques for battlefield functions (BFs) in the Command and Control battlefield operating system. Thirteen FAs were developed for the brigade headquarters and four supporting units: direct support field artillery battalion, engineer battalion, forward support battalion, and air defense artillery battery. The FAs were revised through a formative evaluation process that included internal review and successive external reviews by combat training centers, proponent agencies, and a review council representing potential users of the FAs. The final products include the FAs, a user's guide, and assessment packages for the BFs. This report provides the FA and user's guide for BF 19 as performed by the forward support battalion.					
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## FOREWORD

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One of the goals for the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) is to facilitate the development of training strategies that will serve the needs of the combined arms team today and into the 21st century. The indispensable foundations, the cornerstones, for meeting this goal are solid information and data bases. One such base is a set of comprehensive descriptions of how soldiers accomplish their missions. Many task descriptions have been developed where the focus is on activities within a particular Battlefield Operating System (BOS); these are often further narrowed to one BOS element within one echelon. What have been lacking are function analyses along with task descriptions that have a broader BOS perspective; one which focuses not only on intra-BOS relationships, but also the relationships of that BOS with other BOSs in accomplishing the overall mission. It is this latter perspective which is needed, for example, to define training requirements and strategies for combined arms operations.

The function analysis described in this report is a product of one of three efforts conducted under the ARI project, "Innovative Tools and Techniques for Brigade and Below Staff Training (ITTBBST)." The work in this part of ITTBBST is the fifth in a series of ARI projects directed at analyzing the vertical and horizontal synchronization required by combined arms operations. All of the projects have analyzed functions, previously labeled "critical combat functions (CCFs)" and now labeled "battlefield functions (BFs)." The previous projects analyzed: all BFs performed by a heavy battalion task force; a sample of seven BFs performed by an armored brigade; and the integration of fire support BFs as performed by an armored brigade and at echelons higher than brigade. The research in this project analyzed BFs in the Command and Control BOS. Separate coordinated analyses of these BFs were performed for the armored brigade headquarters and four types of supporting units, one of which is the Forward Support Battalion.

The analyses developed in the project have been used in the development of staff training in related projects within the ITTBBST program. In addition, U.S. Army Training and Doctrine Command (TRADOC) representatives have identified a variety of applications by TRADOC training and other developers as well as potentials for collective training management.

ZITA M. SIMUTIS  
Technical Director

## ACKNOWLEDGMENTS

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This analysis has benefited from considerable dedicated effort on the part of many persons. The efforts of a few of these many persons are specifically and gratefully acknowledged here. An especially key person was MG (Ret) Lon E. Maggart, Commanding General of the U.S. Army Armor Center (USAARMC). Prior to and during the conduct of this effort, he contributed greatly to definition of training needs and concepts in support of Force XXI. He saw that battlefield functional analyses could provide a valuable foundation for Force XXI training development efforts; hence, MG (Ret) Maggart strongly backed these efforts.

COL G. Patrick Ritter and LTC Marvin K. Decker, acting in accordance and agreement with MG (Ret) Maggart's vision, vigorously pursued battlefield function analysis efforts and persevered in ensuring their application to Force XXI training developments. COL Ritter, Director of Directorate of Training Development and Doctrine (DTDD) at USAARMC, and LTC Decker, Chief of DTDD's Force XXI Training Program (FXXITP) office, ensured implementation of necessary actions, and the participation of military subject matter experts and potential users of function analysis products as needed to assure quality outcomes.

Among many participants in performing the analyses themselves, and validating their integrity and validity, were members of the Training Directorate at U.S. Army Combined Arms Support Command, DTDD at USAARMC, and Operations Group at the National Training Center (NTC). Final recommendations and approval of these analyses were provided by proponents and users constituting the Force XXI Review Council. Members of the Review Council included: COL G. Patrick Ritter and LTC Marvin K. Decker, USAARMC; LTC James R. Harrison, U.S. Army Armor School (USAARMS); COL Philip Federle, U.S. Army Engineer School; LTC David M. Annen, U. S. Army Field Artillery School; LTC Larry Newman, U.S. Army Air Defense Artillery School; LTC Roger F. Murtie, National Training Center; LTC Gilbert Pearsall, Joint Readiness Training Center; COL Roger W. Jones, TRADOC Program Integration Office-Army Battle Command System; and COL Robert J. Fulcher, 29th Infantry Regiment.

The research for and preparation of this report benefited immeasurably from the assistance provided by members of the U.S. Army Research Institute. Specifically, the authors would like to acknowledge Dr. Kathy Quinkert for her continual support and guidance. As Contracting Officer's representative, she interfaced with the FXXITP and the Army audience continually in providing program intent. Additionally, Ms. Dorothy Finley is acknowledged for serving as a peer reviewer for the product. She offered constructive comments that have improved both the content and style of the report. Also, special recognition is given to Ms. May Throne, a Consortium Research Fellow from the University of Louisville assigned to Fort Knox, and Ms. Lori Cracknell. Their never ending efforts to assist in the formal production of this report will not soon be forgotten.

Finally, a large debt of gratitude is owned to BG (Ret) Bill Mullen for guidance and support on this product. He provided the program management that ensured this product is well "synched" with past products as well as the Army of the future. His continual attention to details have provided the Army with a truly unique document.

DIRECT AND LEAD UNITS DURING PREPARATION FOR THE BATTLE (BATTLEFIELD  
FUNCTION 19) AS ACCOMPLISHED BY A FORWARD SUPPORT BATTALION

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## OVERVIEW

The results of the Army Research Institute's (ARI) examination of battlefield functions (BFs) relevant to a heavy (armored or mechanized) brigade combat team's combined arms operations are in two volumes. Volume 1, Function Analysis, identifies and describes various components necessary to accomplish the function. The components were selected based on their relevance to a unit trainer's interests. Volume 2, Assessment Package, is an assessment aid. It describes performance measures based on the purpose, outcomes, and tasks supporting the outcomes identified in the Function Analysis (Volume 1).

This overview provides the user with necessary and relevant information concerning the analysis of BF 19, Direct and Lead Units During Preparation for the Battle, as performed by a forward support battalion (FSB). Participants and organizational structure identified in this analysis are based on FSB table of organization and equipment (TOE) 63006L000 and are augmented by field manual (FM) 63-20, Forward Support Battalion.

This function analysis (FA), Direct and Lead Units in Preparation for the Battle (BF 19), is a product of the process of developing a training strategy for the FSB. It is the second of three BFs (Plan, Prepare, Execute) which compose the command and control (C2) battlefield operating system (BOS). The analysis reflects all the tasks, participants, products, and processes required by the FSB to achieve the outcomes necessary to direct and lead units in preparation for the battle in compliance with the commander's concept and intent. It addresses emerging doctrine relative to the assignment of an FSB in support of a heavy maneuver brigade (Bde). The FSB commander (Cdr) is the senior logistician in the Bde, and as such, is the senior logistics advisor to the Bde Cdr.

A battlefield function is defined as processes or activities occurring over time that must be performed to accomplish a mission(s) or supporting critical tasks. It provides task integration, combined arms interaction, and inter-Battlefield Operating Systems (BOSs) linkages.<sup>1</sup>

Synchronization of BFs provides Cdrs at tactical echelons with a definable outcome that materially affects the battle. Without this synchronization, it is doubtful that a Cdr's concept and intent will be achieved.

This analysis identifies the critical tasks and subtasks undertaken by the FSB Cdr, his staff, and the FSB subordinate/supporting Cdrs. For the purpose of the analysis, the function is depicted as beginning when the battalion's company Cdrs complete their operations order (OPORD) confirmation briefing to the battalion Cdr and ending just before the supported Bde crosses the line of departure or the enemy enters the Bde area of operations.

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<sup>1</sup> The term "Battlefield Function (BF)" was designated by the U.S. Army Training and Doctrine Command (TRADOC) in September 1996 to replace "Critical Combat Function (CCF)". At the same time, the term was redefined. TRADOC also renamed "task analysis" (TA) to "function analysis" (FA).



This analysis reflects the role of the FSB Cdr as the senior officer in the brigade support area (BSA) and as such with responsibilities for all FSB units and all Bde elements occupying the Bde support area (BSA). The FSB Cdr does not command other Bde elements occupying the BSA. However, he does have a relationship with them which is much like the relationship he has with the Bde Cdr. All Bde elements in the BSA must work together to accomplish the Bde Cdr's intent. It is critical, therefore, that the FSB Cdr includes Bde elements occupying the BSA in the FSB's preparation for battle.

The Bde Cdr is responsible for the Bde rear battle; however, the FSB Cdr is responsible for handling enemy level I and II activities which threaten the BSA. He must orchestrate the defense of the BSA under the base cluster concept. Therefore, he must integrate the defense of all elements occupying the BSA in his preparation for the defense of the BSA. This function analysis includes tasks that reflect this responsibility.

For purposes of this BF, the FSB area of operations (AO) is defined as the BSA and the area immediately surrounding the BSA in which BSA reconnaissance and surveillance (R&S) elements could patrol and where listening posts (LP) and observation posts (OP) could be positioned. The AO encompasses main supply routes (MSRs) and alternate supply routes (ASRs) leading into and out of the BSA and areas forward of the BSA in which logistics operations are conducted by BSA elements; e.g., logistics release points (LRPs) and ambulance exchange points (AXPs). The FSB area of interest (AI) is defined as those areas outside the BSA from which enemy elements could threaten BSA logistics and force protection operations. Such areas are beyond the capability of BSA elements to control; e.g., avenues of approach for enemy mechanized forces (Level III) or areas not accessible to BSA reconnaissance elements which could be used by enemy Level I or II elements to launch attacks on the BSA.

The FSB planning and preparation of logistical support is performed by two staff sections. The battalion S4 plans for and directs preparation for the battalion logistical support of itself. The battalion support operations officer plans for the logistical support of the Bde and directs the preparation to do so.

For purposes of this analysis, references to coordination with task force field trains elements are intended to include all field trains elements (e.g., field artillery battalion (Bn), engineer Bn, etc.) in BSA.

Unlike the supported Bde, the FSB has only one battalion level command post (CP), with each FSB company maintaining a CP. Normally the maintenance company CP is designated as the battalion alternate CP. It would take over command and control functions only when the battalion CP is destroyed or has lost communication with the rest of the battalion.

The function of directing and leading the FSB during the preparation phase of the mission is the responsibility of the FSB Cdr, his staff, and his subordinate Cdrs. This analysis outlines these critical tasks and subtasks with focus on the FSB Cdr.



The Cdr continuously assesses the battalion's situation based on his knowledge of his unit's operations plan and changes to the situation since he approved the battalion OPORD. He appraises the information received through his command, control, communications, and intelligence (C3I) system and/or by directly viewing the battalion as it prepares for the mission. His visualization of the state of the battalion's preparation is largely a process of synthesizing what he sees and what others see and report to him about the battalion, as well as what is reported about the enemy, the terrain, the weather, and so forth. He will never have all the facts. His judgment on the preparedness of the battalion and actions he must take to change or sustain preparation tasks is based on the significance he attributes to information he receives and the conclusions he draws from it. The FSB Cdr also receives recommendations from higher headquarters (Cdr and the division support command [DISCOM]), FSB subordinate Cdrs, and his staff.

The FSB Cdr "monitors, plans, and directs" (MPD) to ensure that the battalion can achieve the desired endstate and his intent. The Cdr, staff, and subordinate/supporting leaders set the conditions for the Cdr's concept and implementing details to be prepared, backbriefed, and rehearsed prior to execution. The plan is continually analyzed as METT-T changes to determine its validity. The Cdr performs his role in the MPD process by providing information to and receiving information from higher, adjacent, and subordinate/supporting units; assessing information; appraising plans and future operations in light of changes to the situation; and by directing changes to FSB plans.

The planning phase (BF 18) resulted in an OPORD that articulated the Cdr's concept and implementing details. The preparation phase is used to set the conditions for the concept to be executed. The Cdr and his staff continually monitor the validity of the concept through the use of "running" estimates and information responding to the Cdr's critical information requirements (CCIR). The FSB Cdr's concept and the FSB OPORD may require refinement due to current assessment of mission, enemy, terrain, troops, and time (METT-T) determined from new information and intelligence collected in support of the CCIR, new guidance from the Bde or DISCOM Cdrs, and the capability of the FSB and the Bde's logistical capacity based on status of the battalion and Bde's preparations and capabilities.

The Cdr assesses new information to determine its impact on the concept and plan and then comes to a decision to leave the plan as it is, refine it, or make radical changes to it. Decisions to leave the plan as it is require no additional measures. Decisions to refine the plan and concept must be implemented through the issuance of fragmentary orders (FRAGOs). In the event that the plan and concept must be drastically altered in order to achieve the desired endstate and intent, the Cdr will probably use the military decision-making process (MDMP) to develop new plans. Depending on how much time is available to the battalion, the Cdr may have to modify the MDMP. He will not omit any steps of the MDMP, but he will take measures to reduce the time required to plan. This analysis suggests some measures for that purpose.

The MDMP outlined in the 1993 publication of FM 101-5, Command and Control for Commanders and Staff "Draft," is the basis of the processes described in this function analysis. At the time of writing this analysis (August 1996), the Command and General Staff College,

proponent for FM 101-5, Command and Control for Commanders and Staff, was in the process of rewriting the draft manual. This function analysis recognizes the decision by the Commanding General, Combined Arms Center, that there is only one MDMP and that commanders in the field will have to modify the single process based on situation constraints. The authors coordinated continuously with the Command and General Staff College to ensure that the doctrine reflected in this analysis is accurate and current. However, information reflected in the recently published FM 101-5 (31 May 1997) will most likely require minor modification of this analysis. The currency of this analysis will also be affected by changes to unit capabilities such as the additional technology (e.g., information systems), now in different stages of fielding. (A requirement for minor modifications of this analysis is also anticipated when the new Army Training and Evaluation Program (ARTEP) 63-005-MTP (mission training plan) is published.) The MDMP performed under time constraints has been addressed for each task. Although these procedures can be used under any planning circumstances, they most commonly would be used by the battalion commander and staff when time for planning is short (such as when faced with the need to issue a FRAGO during the battle). As will be seen, the portrayal of the performance of the MDMP under time constraints does not omit steps, but instead recommends procedures to reduce the time required to conduct planning.

This analysis also reflects current and emerging Army doctrine based on FM 71-3, The Armored and Mechanized Infantry Brigade, and its portrayal of the decision-making process. The MDMP outlined in the 1993 publication of FM 101-5 "Draft" is the basis of the processes described in this function analysis. Planning associated with the development of a FRAGO is discussed in both BF 19, Direct and Lead the Battalion During Preparation for the Battle, and BF 20, Direct and Lead the Battalion During Execution of the Battle.

The staff supports the FSB Cdr by collecting information, assessing and evaluating the impact of new information, and providing information and recommendations. The FSB Cdr uses his staff to coordinate and supervise execution of his decisions. The FSB executive officer (XO), in his role as the director of the battalion staff, ensures that information is shared throughout the staff. He also identifies gaps in information and coordination which require additional staff work.

The tasks and subtasks identified in this analysis have been integrated with the tasks and subtasks identified in BF 20 (Direct and Lead Units in Execution of Battle). This integration is necessary due to the impact of decisions made and the posturing of the battalion during the preparation phase. This function analysis has also been structured to follow the Blueprint of the Battlefield (TRADOC Pamphlet (Pam) 11-9) as it relates to the command and control BOS.

An effort was made to identify specific task titles taken directly from the appropriate Army Training and Evaluation Program - Mission Training Plan (ARTEP-MTP). The wording of each task in this analysis is sometimes a direct quote from the MTP. Generally, the wording of the tasks is an integration of tasks and requirements derived from ARTEP-MTPs, applicable field manuals (FMs), and other related documents. Those tasks not taken from the ARTEP-MTPs are: a) derived titles that may apply only to a part of an ARTEP-MTP subtask or some other element of the ARTEP-MTP; b) multiple subtasks from several different, but related, tasks; c) tasks that are not

directly stated in the ARTEP-MTP, but are implied by other tasks or requirements in an applicable FM or other related document; d) tasks derived from Center for Army Lessons Learned (CALL) publications; e) tasks developed during coordination visits with TRADOC proponent schools, U.S. Army Forces Command (FORSCOM) units, and the Combat Training Centers (CTCs); or, f) performance requirements considered necessary based on experience of the analyst.

## PURPOSE AND OUTCOMES

This component identifies what the battlefield function (BF) is supposed to accomplish overall, which we term as the purpose. This component also identifies the endstates or bottom line results necessary to achieve the purpose, which we term outcomes. As a consequence, this component of the analysis defines the endstates that performance of the tasks will accomplish.

### PURPOSE

To provide command, leadership, and control to the forward support battalion (FSB) during the preparation phase so all elements operating in the brigade support area (BSA) are ready to support the intent of the supported brigade.

### OUTCOMES

1. The FSB command post (CP) and the battalion task force field trains elements maintain continuous communications with higher, adjacent, and subordinate headquarters.
2. The FSB commander, staff, and other key individuals within the FSB receive, evaluate, and process timely and accurate information on the adherence to timelines and quality of battle preparation.
3. Tactically sound recommendations are developed and critical information is communicated by the battalion staff and subordinate leaders.
4. Sound (feasible, suitable, acceptable) decisions are made by the FSB commander and others within the FSB.
5. Affected units and personnel receive relevant direction, changes, and refinements to plans in time to perform troop leading procedures and required preparation.
6. Subordinate leaders demonstrate an understanding of the critical elements of their own mission and mission essential tasks, the FSB mission, and the battalion commander's intent.
7. Soldiers and units are disciplined and motivated to accomplish the mission.

## FLOW CHARTS

This component provides a graphical/pictorial description of BF tasks as they are sequenced within the framework of tactical battle phases (e.g., planning, preparation, execution). The purposes of this component are: to describe the flow of tasks during each battle phase; to describe vertical task linkages (to higher and lower echelon units) and horizontal task linkages (to other BF tasks for the echelon being analyzed); and to depict information input and output which affect each task. Although the sequencing of tasks throughout each battle phase is intended to reflect the flow of tasks, tasks may be performed concurrently or may overlap with preceding or subsequent tasks.

Each echelon is described by the echelon on the left of the flow chart; a horizontal line depicts the flow of tasks by sequence, reading left to right. The horizontal line for the echelon being analyzed is thicker than all other echelon horizontal lines.

Tasks from the BF task list are applied to the echelon line in the sequence in which they occur. The tasks are depicted in a task box. Inside and to the upper left of each task box is placed the task number of the appropriate task as listed in the task list.

The linkages of tasks, both vertically and horizontally, are depicted with lines. Arrowheads are placed on lines to depict linkages or interaction with other tasks. The linkage or interaction between these tasks is detailed in the task list.

Figure 1 illustrates the battalion (Bn) or battalion task force (Bn TF) task contributing to or otherwise supporting the brigade (Bde) task.

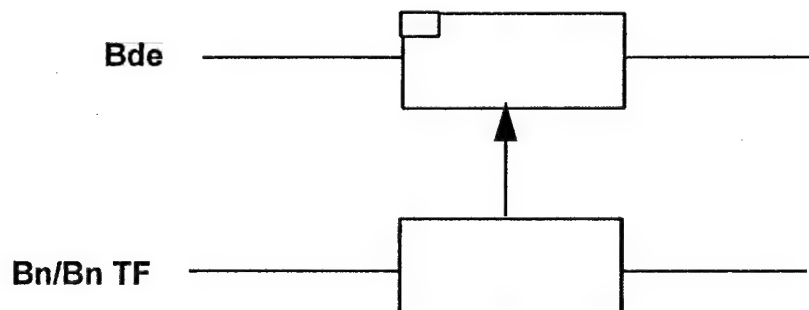


Figure 1. Depiction of a task contributing to the accomplishment of another task.

Lines with no arrowheads reflect a task and its subordinate (sub)tasks. Figure 2 illustrates this association.

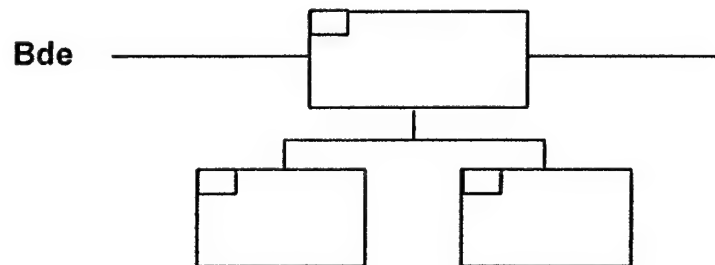


Figure 2. Depiction of the relationship between tasks and subtasks.

Inputs and/or outputs, as contained in the “Key Inputs and Outputs” component (section 5) of this BF function analysis (FA), are also reflected on the flow charts. The relevant input and/or output letter listed in the “Key Inputs and Outputs” component is listed in a box on the outside upper right of the task. Relevant information input for each task is depicted to demonstrate information which is required to perform the task; output information is that which is produced as a result of performing the task. Figure 3 illustrates how information input and output are depicted.

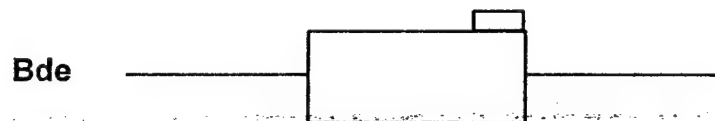
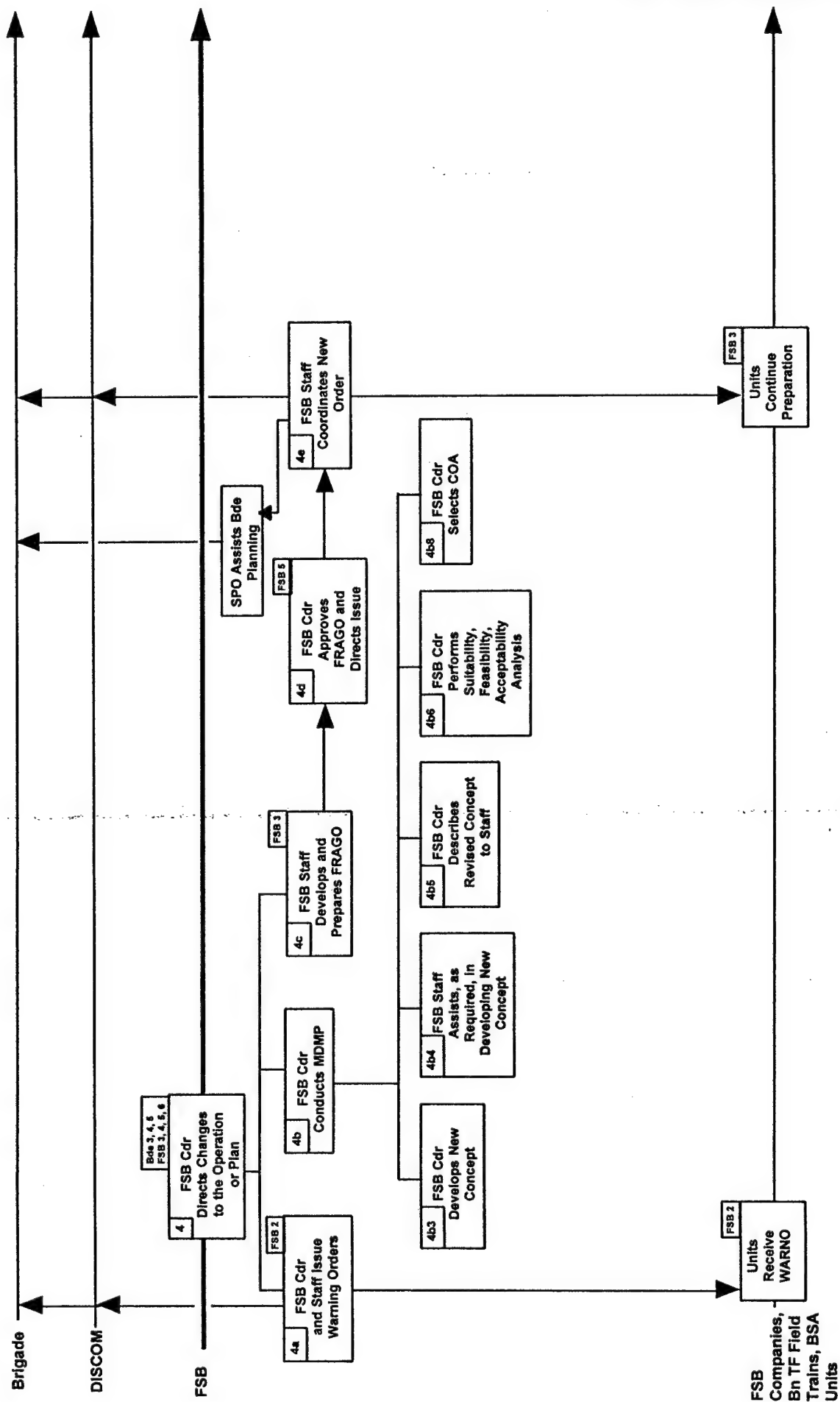


Figure 3. Depiction of placement of the box reflecting information input and output.

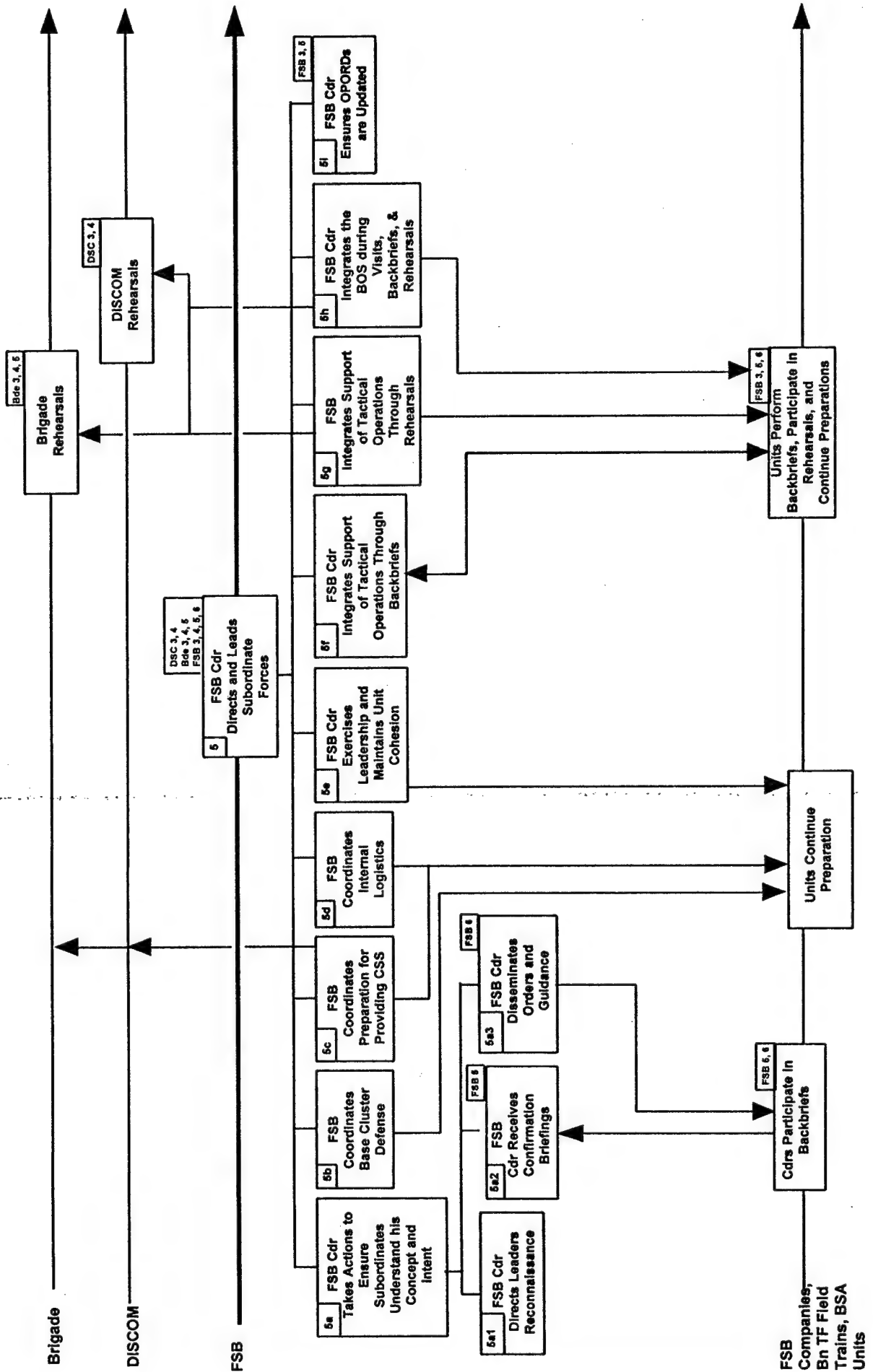


# TASK FLOW Preparation (Continued)





# TASK FLOW Preparation (Continued)



## TASK LINKAGES TO OTHER BF's/UNITS

This component links the tasks performed as a part of this function with the tasks performed in other BFs or by other units. The purpose of this component is to allow the trainer or training developer to incorporate related tasks and participants into a training exercise for this BF. Tasks which link to this analysis have been extrapolated for BFs/type units for which FAs have not been accomplished. For tasks extracted from published BF FAs, the task number is provided.

### TASKS

### LINKS TO OTHER BF's/UNITS

1. **Forward support battalion command posts manage and maintain command, control, and communications.**

Bde BF 19, Task 1 a 10) a).  
- The Bde S1 at the rear CP manages communications and collocates with the FSB CP in the BSA.

Bn TF Field Trains BF 19, Task 1 b 10) c) (2).

- Maintains communications through physical liaison with Bde combat service support (CSS) units, the Bde rear CP, and the FSB tactical operations center (TOC).

Signal Battalion BF 19.

- The division signal battalion establishes the brigade rear communications system.

2. **Forward support battalion command posts acquire and communicate information and maintain status.**

Bde BF 4, Task 2 b 1) e).

- The S2 section disseminates intelligence to all subordinate elements within the brigade.

Bde BF 4, Task 7 a.

- The S2 section has a system that ensures that everyone who requires information receives it.

Bde BF 19, Task 2 a 5).

- The Bde S3 and S3 section obtain operations information (i.e., changes to mission, enemy, terrain, troops, and time available [METT-T] and status of battlefield operating systems [BOS]).

Bde BF 19, Task 2 a 8) k).

- The fire support coordinator (FSCOORD), Bde fire support officer (FSO), and fire support element (FSE) section obtain fire support requirements from the brigade S4 and FSB commander to support the BSA rear area combat operations (RACO).

Bde BF 19, Task 2 a 17).

- The Bde S1 and S1 section obtain personal and administrative information.

Bde BF 19, Task 2 a 18).

- The Bde S4 and S4 section obtain logistical information.

Bde BF 19, Task 2 b 14) a).

- The Bde CSS officers and sections evaluate information.

Bde BF 19, Task 2 b 14) b).

- The Bde CSS officers and sections update CSS products.

Bde BF 28, Task 11 a 17).

- The Bde S4 finalizes transportation and movement plans. Requests transportation support through FSB support operations section to satisfy identified requirements which cannot be completed with internal assets.

Bde BF 29, Task 14 a.

- The Bde rear CP personnel monitor the current Bde tactical situation.

DISCOM BF 4.

- The division support command (DISCOM) S2 disseminates intelligence information to the FSB S2/3 section.

Field artillery (FA) Bn BF 19, Task 2 a 8)  
j).

- The Bde FSCOORD, Bde FSO, and FSE section obtain fire support information and fire support requirements for the BSA from the direct support (DS) FA Bn S4 and FSB commander.

FA Bn BF 19, Task 2 d 5) a) (9).

- The Bde FSO, targeting officer, and FSE section communicate DS FA Bn fire support situation and analysis of commander's critical information requirements (CCIR), information requirements (IR), and routine information to the FSB commander or Bde officer responsible for rear operations.

Engineer (Engr) Bn BF 19, Task 2 b 8) b)  
(6) (c).

- Engr Bn S4 and headquarters and headquarters company (HHC) commander update RACO information. Base and base cluster defense plans are integrated with FSB and maneuver brigade defense plans.

**3. The forward support battalion commander visualizes the battlefield.**

Bde BF 19, Task 3 a 4).

- The Bde commander updates his estimates based on his assessment of incoming information related to the present friendly situation based on reports from TFs DS FA Bn, DS Engr Bn, FSB, and FSB subordinate commanders.

Bde BF 19, Task 3 b 7).

- The Bde commander projects current battle endstates based on his evaluation of the current plan and Bde preparedness by anticipating factors associated with each BOS, e.g., CSS.

4. **The forward support battalion commander directs changes to the operation or plan.**
- Bde BF 19, Task 3c.
- The Bde commander anticipates requirements and actions based on his projection of the outcome of the current battle.
- Bde BF 19, Task 3.e.6).
- The brigade commander conducts a rehearsal.
- Bde BF 19, Task 4 d 1).
- The brigade issues a complete fragmentary order (FRAGO).
- Bde BF 19, Task 4 e.
- The brigade staff coordinates internally and with higher, adjacent, and supporting elements to synchronize the FRAGO.
- DISCOM BF 19.
- The DISCOM issues a complete FRAGO.
5. **The forward support battalion commander directs and leads subordinate forces.**
- Task Force BF 18, Task 5 a 5 a).
- The field trains command post (FTCP) communications are fully integrated with the BSA and subordinate unit CSS elements.
- Bde BF 5.
- The brigade S1/S4 establishes the brigade rear CP which is collocated with the FSB CP.
- Bde BF 15, Task 1 1 2) a).
- The Bde FSO and Bde S4 coordinate CSS support for fire support assets with FSB commander and S3.
- Bde BF 15, Task 24 o.
- The Bde targeting team directs the employment of indirect fires to support the Bde rear battle.

Bde BF 19, Task 5 d.

- The Bde commander and staff synchronize tactical operations through backbriefs.

Bde BF 19, Task 5 e.

- The brigade synchronizes tactical operations through rehearsals.

Bde BF 19, Task 5 g.

- The brigade commander ensures that any refinements to the OPORD/FRAGO and all critical associated documents are updated, reflect his most current guidance, and are distributed.

Bde BF 28, Task 13 a.

- The Bde rear CP personnel (Bde S4 and Bde S1 section personnel) coordinate with the FSB staff to monitor and direct transportation operations in support of brigade close, deep, and rear operations.

Bde BF 28, Task 17 b 7).

- The Bde S4 and Bde S4 section coordinate transportation and movements. They also coordinate with the engineer representative for the throughput of Engr class (CL) IV and V material to the supply point or engineer job sites.

Bde BF 28, Task 17 d 3).

- The Bde S4 processes requests for rotary wing air transportation support through the FSB support operations section to the DISCOM movement control officer (MCO).

Bde BF 28, Task 17 d 4).

- The Bde S4 processes requests for fixed wing air transportation support.

Bde BF 28, Task 17 f. 2).

- The FSB support operations section or FSB S2/3 section conducts a BSA tenant meeting daily to coordinate support for the next 24 to 48 hours.

Bde BF 29, Task 11 d.

- The assistant brigade engineer (ABE) coordinates with the Bde S4 and the FSB support operations section to verify that CL IV and V obstacle materials are requisitioned and transported to designated engineer supply points.

Bde BF 29, Task 13 h.

- The Bde commander and staff coordinate with the FSB commander and staff on base cluster defense of the BSA.

Bde BF 29, Task 17 c.

- The Bde S4 section and the FSB staff coordinate CSS operations during daily logistics meetings.

Bde BF 29, Task 17 d.

- The Bde S4 section coordinates with the FSB support operations section and the ABE for the throughput of CL IV and V material to the engineer supply point or as far forward as possible.

Bde BF 29, Task 17 f.

- The Bde S5 section coordinates with the Bde S4 for requirements for local resources and support.

DISCOM BF 19.

- The DISCOM commander and staff synchronize logistical support through backbriefs.

DISCOM BF 19.

- The DISCOM commander synchronizes logistical support through rehearsals.

DISCOM BF 19.

- The DISCOM commander ensures that any refinements to the OPOD/FRAGO and all critical associated documents are updated, reflect his most current guidance, and are distributed.

DISCOM BF 28.

- The DISCOM provides transportation support to the supported brigade as coordinated with the DISCOM MCO and the FSB S2/3.

DISCOM BF 29.

- The DISCOM provides direct support supply support to the FSB and material management for all division units.

DISCOM BF 30.

- The DISCOM processes replacements and provides personnel services support for the FSB.

DISCOM BF 32.

- The DISCOM provides health service support (HSS) management for the FSB.

DISCOM BF 39.

- The DISCOM provides field services support for the FSB.

Air defense artillery (ADA) BF 16, Task 17 d.

- ADA battery elements engage enemy aircraft.



Engr Bn BF 22.

- The engineer battalion improves roads in the brigade rear.

Engr Bn BF 23.

- The engineer battalion constructs obstacles in the BSA.
- The brigade engineer requests barrier material to support the brigade barrier plan.

Engr Bn BF 24.

- The brigade engineer battalion assists BSA elements in preparing survivability positions.

FSB BF 29.

- The FSB provides DS supply support to the supported Bde and organizational supply support for FSB units.

FSB BF 30.

- The FSB processes replacements for FSB units.

FSB BF 31.

- The FSB provides DS maintenance operations for the supported brigade and organizational maintenance support for FSB units.

FSB BF 32.

- The FSB provides HSS for all brigade elements.

FSB BF 39.

- The FSB provides field services support for the all brigade elements.

Main Support Battalion (MSB) BF 28.

- The MSB provides transportation support to the FSB and the supported

brigade as coordinated by the  
DISCOM MCO and the FSB S2/3.

MSB BF 29.

- The MSB provides direct support supply support to division elements operating in the brigade area of operations (AO) (e.g., division cavalry squadron).

MSB BF 31.

- The MSB provides direct support maintenance operations for division elements operating in the brigade AO (e.g., division cavalry squadron).

MSB BF 32.

- The MSB provides HSS for division elements operating in the brigade AO (e.g., division cavalry squadron).

## KEY PARTICIPANTS BY TASK

This component identifies the training audience for training events for the related tasks. It is based on the appropriate echelon/type unit table of organization and equipment (TOE) and includes special staff (as per appropriate doctrinal reference) critical for the task accomplishment. The purpose of this component is to help commanders and trainers to identify the training audience required for a training event.

### TASK

### PARTICIPANTS

- |   |  |
|---|--|
| 1. <b>Forward support battalion command posts manage and maintain command, control, and communications.</b> | FSB Cdr, FSB executive officer (XO), FSB S2/3, FSB S2/3 section, FSB support operations officer, FSB support operations section, FSB S1, FSB S1 section, FSB S4, FSB S4 section, and Bde S3.   |
| 2. <b>Forward support battalion command posts acquire and communicate information and maintain status.</b>  | FSB Cdr, FSB XO, FSB S2/3, FSB S2/3 section, FSB support operations officer, FSB support operations section, FSB S1, FSB S1 section, FSB S4, FSB S4 section, FSB Bn maintenance officer (BMO), FSB chaplain, FSB command sergeant major (CSM), DISCOM Cdr, DISCOM security, plans and operations (SPO) section, DISCOM MCO, DISCOM communications-electronics signal officer (CESO), DISCOM S1, DISCOM S2, DISCOM combat service support automation management officer (CSSAMO), Bde Cdr, Bde S2, Bde S3, Bde S3 Air, Bde S4, FSO, Bde engineer (Engr), Bde chemical officer (CMLO), Bde air defense officer (ADO), Bde CESO, BSA air defense element, BSA military police (MP) element. |
| 3. <b>The forward support battalion commander visualizes the battlefield.</b>                               | FSB Cdr, FSB XO, FSB S2/3, FSB S2/3 section, FSB support operations officer, FSB support operations section, FSB S1, FSB S1 section, FSB S4, FSB S4 section, FSB BMO, DISCOM Cdr and the Bde Cdr.  |

4. **The forward support battalion commander directs changes to the operation or plan.**

FSB Cdr, FSB XO, FSB S2/3, FSB S2/3 section, FSB support operations officer, FSB support operations section, FSB S1, FSB S1 section, FSB S4, FSB S4 section, DISCOM Cdr, division material management center (DMMC), DISCOM SPO, DISCOM CSSAMO, DISCOM MCO, division medical operations center (DMOC), Bde Cdr, Bde S4 and the Bde surgeon.
5. **The forward support battalion commander directs and leads subordinate forces.**

FSB Cdr, FSB XO, FSB S2/3, FSB S2/3 section, FSB support operations officer, FSB support operations section, FSB S1, FSB S1 section, FSB S4, FSB S4 section, FSB CSM, BSA air defense artillery (ADA) element, DMMC, DISCOM SPO, DISCOM S4, division ammunition officer (DAO), DISCOM MCO, DMOC, DISCOM CSSAMO, Bde S2, Bde S3, Bde S4, Bde FSO, Bde Engr, Bde air defense liaison officer, (ADALO), BSA unit Cdrs, and the MSB support operations section.

## **KEY INPUTS AND OUTPUTS**

This component identifies critical input information required by participants to successfully accomplish the BF. Where information results from the performance of the BF tasks, BF information output will be identified. One BF's information output normally is provided as another BF's input. Critical input and output information is organized by the specific part of the doctrinal product or the means used to communicate the information. The orders' content reflected below is based on information obtained during the revision of the 1993 draft of FM 101-5. The orders outlines have been expanded to facilitate development of material to support unit training. The source of critical information identified is specific only to the BF echelon and function being analyzed, and is not intended to reflect all the information the product may contain. The purpose of this component is to identify information required to drive a training exercise for this BF.

### **KEY INPUTS**

#### **D - 1      DIVISION TACTICAL STANDING OPERATING PROCEDURES (TSOP)**

- a.      Battle command procedures.
- b.      Control procedures.
- c.      Tactical movements procedures.
- d.      Assembly area occupation procedures.
- e.      Other tactical operations procedures.
- f.      Air defense procedures.
- g.      Signal procedures.
- h.      Intelligence and security procedures.
- i.      Nuclear, biological, and chemical (NBC) procedures.
- j.      Engineer procedures.
- k.      Fire support procedures.
- l.      Army aviation procedures (to include air transport and aerial resupply).
- m.      Procedures for attachments and detachments.
- n.      Logistics procedures.

- o. Personnel procedures.
- p. MP procedures.
- q. Civil-military operations (CMO) procedures.
- r. Host nation (HN) support procedures.

**DSC - 1      DISCOM TSOP**

- a. Battle command procedures.
  - 1) Succession of command.
  - 2) Alternate CPs.
  - 3) Displacement of CPs.
  - 4) Orders and plans.
  - 5) CP communications.
  - 6) Reports.
- b. S1 section responsibilities.
  - 1) Assigning replacement personnel.
  - 2) Distribution center.
  - 3) Religious services.
  - 4) Maintaining personnel statistics.
  - 5) Maintaining medical status.
  - 6) Graves registration (GRREG) processing.
  - 7) Accident reporting.
  - 8) Casualty processing.
  - 9) Personnel accounting.

- c. SPO intelligence responsibilities.
  - 1) Battle tracking.
  - 2) Operations security (OPSEC) procedures.
  - 3) Sensitive item accounting.
  - 4) Weather data.
  - 5) Intelligence processing.
  - 6) Enemy prisoners of war (EPW).
  - 7) Classified materials.
- d. SPO operations responsibilities.
  - 1) Movements.
    - a) Counter-ambush procedures.
    - b) Procedures in event of air attack.
  - 2) Rear area protection.
    - a) Command and control (C2).
    - b) Base cluster defense concept.
    - c) Reaction force.
    - d) Vulnerability analysis.
    - e) Procedures in event of ground attack.
    - f) Procedures in event of air attack.
    - g) Signals and codewords.
  - 3) Communications.
    - a) Division support area (DSA) communications.

- b) DISCOM communications.
- 4) NBC.
  - a) NBC warning and reporting system (NBCWRS).
  - b) NBC teams.
  - c) Decontamination.
  - d) Operational exposure guidance (OEG).
- e. S4 section responsibilities.
  - 1) Supply.
  - 2) Maintenance.
  - 3) Transportation (to include air transport and aerial resupply).
- f. Material management center responsibilities.
  - 1) Supply.
  - 2) Maintenance.
  - 3) Transportation (to include air transport and aerial resupply).
  - 4) Medical.
  - 5) Field services.
- g. Medical support.
  - 1) Ambulance exchange point (AXP).
  - 2) Mass casualties.
  - 3) Patient evacuation.
  - 4) Battalion aid station (BAS) reconstitution.
  - 5) Contaminated casualty treatment.



- h. Logistics release point (LRP) procedures.
- i. Ammunition transfer point (ATP) procedures.
- j. Direct support combat service support (CSS) procedures.
  - 1) Class (CL) I, VI, and water.
  - 2) CL II, III(P), IV and VII.
  - 3) CL III bulk.
  - 4) CL V.
  - 5) CL VIII.
  - 6) CL IX.
  - 7) Maintenance.
  - 8) Transportation (to include air transport and aerial resupply).
  - 9) Medical.
  - 10) Field services.
    - a) GRREG.
    - b) Salvage.
    - c) Clothing exchange and bath (CEB).
- k. Procedures for attachments and detachments.
- l. HN support procedures.
- m. Reports.
- n. Pre-combat checklists.
- o. Liaison procedures.

**DSC - 2      DISCOM WARNING ORDER (WARNO)**

a. HEADING

- 1) References. (Maps, charts, and other relevant documents.)
- 2) Time zone used throughout the order.
- 3) Task organization.

b. SITUATION

- 1) Enemy forces. (Include significant changes of information.)
- 2) Friendly forces.
  - a) Division mission.
  - b) Division commander's intent.
  - c) Division concept of operation.
  - d) Missions of units to the immediate left and right of the division.
  - e) Missions of other units with a significant bearing on the DISCOM.
- 3) Attachments and detachments.

c. MISSION of the DISCOM

d. EXECUTION

Intent of the DISCOM commander (if available).

- 1) Concept of operation (when available).
- 2) Task to subordinate units.
  - a) FSB.
  - b) FSB.
  - c) FSB.

- d) MSB.
- 3) Division tasks to maneuver units (when available).
  - a) Tasks to units for execution.
  - b) Movement to be initiated (time).
  - c) Reconnaissance to be initiated (time).
  - d) Security to be in place (time).
- 4) Tasks to combat support units (when available).
- 5) Coordinating instructions.
  - a) Commander's critical information requirements (CCIR).
  - b) Risk guidance.
  - c) Deception guidance.
  - d) Timeline.
  - e) Guidance on orders and rehearsals.
  - g) Orders group meeting (attendees, location, and time) (when applicable).
  - h) Earliest time of movement and degree of notice.
- e. SERVICE SUPPORT
  - 1) Special equipment. (Identification of requirements and coordination instructions for transfer to using units.)
  - 2) Transportation. (Identification of requirements and coordination instructions for pre-positioning of assets.)
- f. COMMAND AND SIGNAL
  - 1) Command. (Chain of command if different from DISCOM standing operating procedures [SOP].)

- 2) Signal. (Identification of current signal operating instructions [SOI] and prepositioning of assets to support the operation.)

- g. ACKNOWLEDGE (Statement directing acknowledgment of receipt and understanding.)

**DSC - 3 DISCOM OPERATIONS ORDER (OPORD)**

**a. HEADING**

- 1) References. (Maps, charts, DATUM, and other related documents needed to understand the order.)
- 2) Task organization.

**b. SITUATION**

- 1) Enemy forces.
  - a) Description of the enemy to include level I threat in division rear area.
  - b) Enemy most probable course of action (COA).
  - c) Enemy COA most dangerous to the DISCOM.
  - d) Assessment of terrorist activities directed against the DISCOM.
- 2) Friendly forces.
  - a) Corps mission.
  - b) Corps commander's intent.
  - c) Corps concept of operation.
  - d) Division mission.
  - e) Division commander's intent.
  - f) Division concept of operation.

- g) Missions of units to the immediate left and right of the DISCOM.
    - h) Missions of other units with a significant bearing on the ability of the DISCOM to accomplish its mission.
  - 3) Attachments and detachments.
- c. MISSION
- d. EXECUTION

Intent of the DISCOM commander.

- 1) Concept of operation (by phase if required).
  - a) Maneuver.
  - b) Fire support.
  - c) Mobility and survivability.
    - (1) Priority of support.
    - (2) Priority of mobility and survivability assets as appropriate for general support (GS) units.
    - (3) Designation of authority to emplace obstacles.
  - d) Air defense (AD).
    - (1) Priorities for ADA units.
    - (2) AD weapons status.
    - (3) AD warning status.
  - e) Command and control warfare (C2W).
  - f) CSS.
    - (1) Material and services.
      - (a) Supply.

- (b) Transportation.
  - (c) Services.
  - (d) Labor.
  - (e) Maintenance.
- (2) Medical.
- (3) Personnel.
- (4) CMO.
- 2) Tasks to subordinate units.
  - a) FSB.
  - b) FSB.
  - c) FSB.
  - d) MSB.
- 3) Task to maneuver units (when available).
- 4) Tasks to combat support units.
  - a) Fires.
    - (1) Air support.
    - (2) Field artillery support.
    - (3) Fire support coordinating instructions.
  - b) Mobility and survivability.
    - (1) Engineer (and engineer overlay).
    - (2) NBC operations.
  - c) Air defense.

- (1) Organization for combat.
    - (2) Missions.
    - (3) Priorities for protection.
  - d) C2W.
    - (1) Functional and support roles of attached military intelligence (MI) units.
    - (2) Deception.
    - (3) Electronic warfare (EW).
    - (4) Psychological warfare.
- 5) Coordinating instructions.
  - a) Time or condition when the DISCOM OPORD becomes effective.
  - b) CCIR.
    - (1) Priority intelligence requirements (PIR) (if not addressed in Annex B [Intelligence]).
    - (2) Essential elements of friendly information (EEFI) (if not addressed in Annex B [Intelligence]).
    - (3) Friendly forces information requirements (FFIR) (if not addressed in Annex B [Intelligence]).
  - c) Risk reduction control measures.
    - (1) Anti-terrorist actions.
    - (2) Mission-oriented protective posture (MOPP).
    - (3) OEG.
    - (4) Vehicle recognition signals.

(5) Fratricide prevention measures.

- d) Rules of engagement (ROE).
- e) Environmental considerations.
- f) Any other coordinating instructions or additional instructions.

e. SERVICE SUPPORT

1) Support concept.

- a) Synopsis of the DISCOM mission.
- b) DISCOM headquarters and/or DISCOM support area locations.
- c) The DISCOM support priorities.
- d) The DISCOM commander's priorities of support.
- e) Corps units in the DISCOM supporting the division.
- f) Significant and/or unusual CSS issues that might impact the overall division operation.
- g) Any significant CSS risks.
- h) Support requirements in the functional areas of manning, arming, fueling, fixing, and moving.

2) Material and services.

3) Medical evacuation (MEDEVAC) and hospitalization.

4) Personnel.

5) Civil-military cooperation.

6) Miscellaneous.

f. COMMAND AND SIGNAL



- 1) Command.
  - a) Map coordinates for DISCOM CP locations.
  - b) Chain of command if different from DISCOM SOP.
- 2) Signal.
  - a) Signal instructions.
  - b) Identification of current SOI.
  - c) Required DISCOM reports, formats, and times due.
- g. ACKNOWLEDGE
- h. ANNEXES:
  - 1) A-Task organization.
  - 2) B-Intelligence.
    - a) SITUATION
      - (1) Enemy.
        - (a) Terrain.
        - (b) Weather.
        - (c) Enemy capabilities and/or activities.
          - 1 Known and templated locations and activities of enemy units to level I.
          - 2 Significant enemy maneuver and other functional area capabilities that impact on accomplishment of DISCOM functional area operations.
          - 3 Expected employment of enemy assets based on most probable enemy COA.

- 2) Friendly situation.
- 3) Attachments and detachments.
- b) MISSION
- c) EXECUTION
  - (1) Concept of intelligence support to support the overall DISCOM operation.
  - (2) Tasks to subordinate units. (Detailed intelligence acquisition tasks, by unit.)
  - (3) Multidisciplined counterintelligence (CI). (Special operational instructions having CI aspects.)
  - (4) Coordinating instructions.
    - (a) Intelligence requirements and their priority.
    - (b) Intelligence acquisition.
      - 1 Requests to division, corps, adjacent, and cooperating units (for intelligence information).
      - 2 Requests for information from other units not organic or attached.
    - (c) Measures for handling personnel, documents, and material.
      - 1 Enemy prisoners of war (EPWs), deserters, repatriates, civilian inhabitants, and other persons.
        - a Special handling and segregation instructions.
        - b Location of EPW collection points.

- 2 Captured documents. (Special instructions for handling and processing from time of capture to receipt by specified DISCOM intelligence personnel [if different from TSOP].)
- 3 Captured material. (Specially designated items or categories of enemy material required for examination and specific instructions for their processing and disposition [if different from TSOP].)

(d) Documents or equipment required.  
(Description of the conditions under which subordinate units can obtain or request documents or equipment, such as air photographs and maps [if different from the TSOP].)

(e) Distribution of intelligence products.

- 1 Periods that routine reports and distribution cover.

- 2 Distribution of special intelligence products.

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

f) APPENDICES:

(1) Appendix 1 - Intelligence Estimate.

Tab 1 Situation Overlay.

(2) Appendix 2 - Reconnaissance and Surveillance.

(3) Appendix 3 - Signals Intelligence.

- (4) Appendix 4 - Multidisciplined Counterintelligence Estimate.
- 3) C-Operation Overlay.
- 4) D-Fire Support.
  - a) SITUATION
    - (1) Enemy.
      - (a) Description of enemy fire support and AD assets.
      - (b) Enemy capabilities and/or activities.
        - 1 Enemy rocket, cannon, and missile artillery.
        - 2 Numbers of possible enemy close air support (CAS), AI, and attack helicopter sorties by day.
        - 3 Number, type, yield, and delivery means of enemy NBC weapons available to the committed force.
    - (2) Friendly situation.
      - (a) Division's concept of fires.
      - (b) Adjacent units' concepts of fires.
      - (c) Supporting air and naval forces.
  - b) MISSION
  - c) EXECUTION
    - (1) Concept of fires to support the DISCOM commander's concept and priority of fire support.
    - (2) Air support.

- (3) Field artillery support.
  - (a) Concept of support.
  - (b) Coordinating instructions.
  - (c) Fire support coordination measures (FSCMs).
  - (d) Time of execution of program of fires relative to H-Hour.
  - (e) ROE.
- d) SERVICE SUPPORT
  - (1) Location of ATPs and ammunition supply points (ASPs).
  - (2) Controlled supply rate (CSR).
- e) COMMAND AND SIGNAL
- f) APPENDICES:
  - (1) Appendix 1 - Air Support.
  - (2) Appendix 2 - Field Artillery.
- 5) E-Mobility and Survivability.
  - a) SITUATION
    - (1) Enemy.
      - (a) Terrain.
      - (b) Weather.
      - (c) Enemy engineer capabilities and/or activities.
        - 1 Known and templated locations and activities of enemy engineer units to company level.

2 Significant enemy maneuver and engineer capabilities that impact DISCOM engineer operations.

3 Expected employment of enemy engineer assets based on most probable enemy COA.

(2) Friendly situation.

(3) Attachments and detachments.

b) MISSION

c) EXECUTION

(1) Scheme of mobility and survivability operations to support the overall DISCOM operation, by phase and in priority.

(2) Tasks to subordinate units.

(3) Coordinating instructions.

(a) ROE for engineer units.

(b) Reference to supporting appendices.

d) SERVICE SUPPORT

(1) Command regulated classes of supply.

(2) Supply distribution plan.

(3) Transportation.

(4) Combat health support (CHS).

(5) HN.

(a) Type, location, facilities, assets, and support available.

- (b) Procedures for requesting and acquiring HN support.
  - (c) Limitations and restrictions on HN support.
- e) COMMAND AND SIGNAL
- f) APPENDICES:
  - (1) Appendix 1 - Engineer.
    - (a) Scheme of engineer operations to support the overall DISCOM operation. The engineer main effort by mission and unit for each phase of the operation. Division level missions that impact the DISCOM.
      - 1 Obstacles. (The details of the countermobility effort. Identification of obstacle belts.)
      - 2 Situational obstacles. (Concept for employing situational obstacles to support the DISCOM plan. DISCOM planned and executed obstacles.)
    - (b) Tasks to subordinate units.
    - (c) Coordinating instructions.
      - 1 Times or events at which obstacle belts become effective.
      - 2 DISCOM PIR to be considered by subordinate engineer staff or PIR that must be reported.
      - 3 Mission reports required.
      - 4 Explanation of engineer work lines.
    - (d) SERVICE SUPPORT
    - (e) COMMAND AND SIGNAL

(2) Appendix 2 - Environmental Considerations.

- (a) Operational effect on environment versus military advantage.
- (b) Coordinating instructions.
  - 1 Certification of local water sources.
  - 2 Solid waste and liquid waste management.
  - 3 Medical waste.
  - 4 Hazardous waste management.
  - 5 Flora and fauna protection.
  - 6 Archeological and historical preservation.
- (d) SERVICE SUPPORT
- (e) COMMAND AND SIGNAL  
(Responsibility for initial environmental considerations, guidance, point of contact [POC] who will process requested waivers to environmental governing standards, and who is responsible for coordinating and issuing instructions for disposal of hazardous material and waste.)

(3) Appendix 3 - NBC Operations.

- (a) Scheme of NBC defense operations to support the overall DISCOM operation.
- (b) Tasks to subordinate units.
- (c) Coordinating instructions.
  - 1 MOPP level guidance.



## Key Inputs and Outputs for FSB BF 19

- 2 Automatic masking criteria.
  - 3 Troop safety criteria.
  - 4 Decontamination site locations.
  - 5 Medical facilities and locations for treating chemical casualties.
  - 6 Turn-in points for chemical and biological samples.
  - 7 List of civilian and military facilities whose destruction could create militarily significant NBC hazards.
  - 8 OEG guidance (if applicable).
  - 9 Procedures for limiting electromagnetic pulse (EMP) effects.
- (d) SERVICE SUPPORT  
(Procedures for handling contaminated casualties; information on availability and locations of field expedient decontamination supplies, materials, and decontaminants.)
- (e) COMMAND AND SIGNAL  
(NBC warning and reporting system.)
- (f) Tabs:
- 1 Tab 1- NBC Defense.
  - 2 Tab 2 - Smoke operations.
- 6) F-Air Defense.
- a) SITUATION
- (1) Enemy.
- (a) Terrain. (Most likely routes of enemy ingress and egress.)

(b) Weather.

(c) Enemy air capabilities and/or activities.

1 Air threat data. (Air-capable enemy organizations including platforms by number and type. Enemy aircraft all weather capabilities and limitations.)

2 Additional air threat information. (Air threat information not covered in the intelligence annex. Specific air threat considerations: sortie rate, subordination of air elements to ground units, ordnance characteristics, target preferences, tactics, and recent significant activities.)

3 Air avenues of approach.

(2) Friendly situation. Description of how the air defense plan integrates with division plans.

(3) Attachments and detachments.

b) MISSION

c) EXECUTION

(1) Scheme of ADA support to the overall DISCOM operation. (Includes the DISCOM commanders intent, objectives, and priorities.)

(2) Tasks to subordinate units. (Command and support relationships and priority of protection.)

(3) Coordinating instructions.

(a) Air defense warning (ADW) and ADW authority.

(b) Specific orders and requests (SOR) plan.

- (c) Weapons control status (WCS) and WCS authority.
    - (d) Hostile criteria.
    - (e) ROE.
    - (f) Passive air defense.
    - (g) Combined arms for air defense.
    - (h) Early warning.
  - d) SERVICE SUPPORT
  - e) COMMAND AND SIGNAL  
(Identification, friend or foe [IFF] code edition and book number.)
- 7) G-Command and Control Warfare (C2W).
  - a) SITUATION
  - b) MISSION
  - c) EXECUTION
    - (1) Scheme of support for C2W to the overall DISCOM operation.
      - (a) Military deception.
      - (b) EW.
      - (c) OPSEC.
      - (d) Psychological operations (PSYOP).
      - (e) Physical destruction.
    - (2) C2W tasks. (Exercise of coordinating authority for C2W operations. Division commander's C2W objectives and guidelines for accomplishment. Joint restricted list to support operations.)

- d) SERVICE SUPPORT
- e) COMMAND AND SIGNAL
- f) APPENDICES:
  - (1) Appendix 1- Electronic Warfare.
  - (2) Appendix 2 - Operations Security.
  - (3) Appendix 3 - Deception.
  - 4) Appendix 4 - PSYOP.
- 8) H-Signal Operations (SO).
  - a) SITUATION
    - (1) Enemy.
      - (a) Terrain. (All critical aspects that will impact on employment of C2 communications systems.)
      - (b) Enemy capabilities and/or activities. (Significant enemy EW capabilities that impact C2 systems.)
    - (2) Friendly situation. (Primary communications gateways providing connectivity to division, DISCOM headquarters (HQ), DISCOM battalions, and adjacent units. Critical communications measures required to counter expected enemy EW capabilities and protect C2 systems. External communication assets that will augment the DISCOM's signal support.)
  - b) MISSION
  - c) EXECUTION
    - (1) Concept of signal support to support the overall DISCOM operation. (Primary and back-up systems

supporting critical C2 networks. Plan for extending C2 systems through each phase of the DISCOM operation. Critical links between tactical and strategic communications systems [if applicable]. Signal support priorities.)

(2) Tasks to subordinate units. (Tasks to specific maneuver and signal support units not contained in the five paragraphs of the DISCOM OPORD. Detailed Army Battle Command System [ABCS] control procedures.)

(3) Coordinating instructions. (Key times or events critical to information system and network control procedures.)

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL  
(C2 systems control [SYSCON] hierarchy for common user network. Local area network [LAN] control procedures for network administration and/or management.)

9) I-Provost Marshal (PM).

a) SITUATION

b) MISSION

c) EXECUTION

(1) Scheme of PM operations to support the overall DISCOM operation.

(a) Maneuver and mobility support. (Battlefield circulation control [BCC] plan. Route reconnaissance and surveillance [R&S]. Main supply route [MSR] traffic control. Straggler control. Refugee control. Intelligence collecting and reporting.)

(b) Area security. (Rear area protection plan, to include base defense. Security of critical assets. Base response force [Levels I, II, III].

Counterincursion. Air ground defense.  
Terrorism counteraction. Area damage  
control [ADC]. NBC detection and  
reporting.)

- (c) Internment and resettlement operations.
- (d) EPW holding areas and EPW operations.
- (e) Law and order operations. (Maintenance of law and order in rear areas forward to brigades' rear boundaries.)

(2) Tasks to subordinate units.

(3) Coordinating instructions. (Refer to Annex K [Rear Operations]. Coordination/cooperation among adjacent and other units. Civilian HN agencies which are required to complete the mission. Actions pertaining to rear area force protection that expand or differ from the DISCOM TSOP.)

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

10) J-Civil-Military Operations (CMO).

- a) Scheme of operation for civil-military support to the overall DISCOM operation.
- b) Tasks to subordinate units.
- c) Coordinating instructions.
- d) Signal. (Reporting functions for units and CMO activities. special operations forces [SOF] [if appropriate] specific communications procedures to support CMO.)

11) K-Rear Operations.

- a) SITUATION
- b) MISSION

c) EXECUTION

- (1) Scheme of rear area operations to support the overall DISCOM operation.
  - (a) Terrain management.
  - (b) Security. (Tactical combat force [TCF], response force, and reaction force. Counterreconnaissance plan. CI tasks to assist in threat reduction, location, and identification. Plan for integrating HN, multinational, or joint forces support.)
  - (c) Sustainment. (Monitoring of sustainment operations within the DISCOM. Positioning of support assets and critical CSS facilities and movements that require priority protection. Plan for establishment of forward supply points.)
  - (d) Movements. (Monitoring of administrative and tactical movement in the rear area. Identification of critical choke points that require sustained engineer support. Plan for routing of sustainment on MSRs to ensure no interference with movement of tactical units. Plan for tracking of all units moving through the rear area.)
- (2) Tasks to subordinate units.
  - (a) TCF.
  - (b) Response force.
  - (c) MP. (Establishment of traffic control points [TCPs].)
  - (d) Base/base clusters. (Reaction force. Establishment of listening posts [LPs] and observation posts [OPs]. Patrols.)

- (3) Coordinating instructions. (Establishment of operations centers. Reaction forces. Liaison with the rear CP. Terrain management, coordination. Base defense plans.)
  - d) SERVICE SUPPORT
  - e) COMMAND AND SIGNAL  
(Location of rear operations commander. Chain of command for the rear CP. Base and base cluster commanders and chain of command. Deconfliction of chain of command with chain of support. Alternate rear CP location.)
- 12) L-Service Support.
  - a) SITUATION (see base OPORD)
  - b) MISSION (see base OPORD)
  - c) EXECUTION
    - (1) Scheme of service support operations to support the overall DISCOM operation.
    - (2) Tasks to subordinate units.
      - (a) FSB.
      - (b) FSB.
      - (c) FSB.
      - (d) MSB.
    - (4) Coordinating instructions.
  - d) SERVICE SUPPORT
    - (1) Material and services.
      - (a) Supply. (Information by class of supply. Supply cycle [as appropriate], plan, and procedures by class of supply.)



## Key Inputs and Outputs for FSB BF 19

- 1 CL I.
  - a Ration cycle.
  - b Feeding concept.
- 2 CL II & III(P).
  - a Basic load.
  - b Requisitioning procedures.
- 3 CL III bulk.
  - a Basic load.
  - b Requisitioning procedures.
- 4 CL IV.
  - a Basic load.
  - b Requisitioning procedures.
- 5 CL V.
  - a Basic load.
  - b Requisitioning procedures.
  - c CSR/required supply rate (RSR).
  - d Location of ammunition supply points.
- 6 CL VI.
- 7 CL VII.
  - a Command controlled items list.
  - b Requisitioning procedures.

8 CL VIII.

9 CL IX.

10 CL X.

- (b) Transportation. (Land, sea, and air [as applicable]. Facility locations, traffic control, regulation measures, MSRs and ASRs, transportation critical shortages, and essential data not provided elsewhere.)

1 Road movement tables.

2 Traffic circulation.

- (c) Services. (Construction. CEB and laundry. Mortuary affairs. Identification of services available; designation and location of units providing services.)

1 Locations where services are provided.

2 CEB.

3 Laundry and renovation.

4 Salvage.

5 GRREG.

a Forward collection points.

b Recovery.

c Identification.

d Evacuation.

e Hasty burial.

- (d) Labor.

- (e) Maintenance. (Aircraft, ground vehicle and other equipment, and watercraft maintenance. Priority of maintenance, location of facilities and collecting points, repair time limits at each level of maintenance, and evacuation procedures.)
  - 1 Maintenance collection points.
  - 2 Maintenance timelines.
  - 3 Maintenance priorities.
  - 4 Established control exchange procedures.
- (2) MEDEVAC and hospitalization. (Evacuation. Hospitalization. Plan for collection, medical treatment, MEDEVAC policy, and hospitalization of sick, injured, or wounded U.S. and joint forces soldiers, EPW, and civilians [as appropriate]. Requirements for CHS logistics, combat stress management, preventive medicine, dental services, and veterinary services.)
  - (a) Location of medical assets.
  - (b) Casualty collection points.
  - (c) AXPs.
  - (d) MEDEVAC plan (ground and air) to include frequency and call signs for communicating with air ambulances.
  - (e) Mass casualty plan.
  - (f) Plan to treat chemically contaminated casualties.
- (3) Personnel. (Unit strength maintenance. Morale. Plans for unit strength maintenance, personnel management, morale development and maintenance,

discipline, law and order, headquarters management, and religious support.)

- 4) Civil-military cooperation. (if not addressed in Annex J, [Civil-Military Operations]).

e) COMMAND AND SIGNAL

f) APPENDICES:

- (1) Appendix 1- Service Support Matrix.
- (2) Appendix 2 - Service Support Overlay.
- (3) Appendix 3 - Traffic Circulation and Control.

Tab 1 Traffic Circulation (Overlay).

Tab 2 Road Movement Table.

- (4) Appendix 4 - Personnel.
- (5) Appendix 5 - Legal.

Tab 1 ROE.

- (6) Appendix 6 - Religious Support.

13) M-Army Airspace Command and Control (A2C2).

a) SITUATION

- (1) Enemy capability and activity.
- (2) Friendly situation. (Additional airspace users including Air Force, Navy, Marine, allies, coalition forces ADA, FA, and unmanned aerial vehicles [UAVs] that affect the scheme of maneuver.)

b) MISSION

c) EXECUTION

- (1) Concept of A2C2 support to the overall DISCOM operation.
- (2) Tasks to subordinate units.
- (3) Coordinating instructions.
  - (a) All ADA warnings, WCS, and ROE.
  - (b) Rules for in-flight procedures if different from the aviation procedures guide.
  - (c) Description of liaison procedures.
  - (d) Hostile and friendly aircraft in the DISCOM area of interest.
  - (e) Routes and corridors. (Minimum risk routes, low level transit routes [LLTRs], standard use routes, UAV operating areas, restricted operations zones [ROZs], air forces routes, coordination requirements.)
  - (f) FSCMs that affect airspace users.

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

i. DISTRIBUTION

**DSC - 4 DISCOM FRAGMENTARY ORDER (FRAGO)**

a. HEADING

b. SITUATION

- 1) Enemy forces.
  - a) Description of the enemy to include level I threat in division rear area.
  - b) Enemy most probable COA.

- c) Enemy COA most dangerous (to the DISCOM).
- 2) Friendly forces.
  - a) Division mission.
  - b) Division commander's intent.
  - c) Division concept of operation.
  - d) DISCOM mission.
  - e) DISCOM commander's intent.
  - f) DISCOM concept of operation.
  - g) Missions of units to the immediate left and right of the DISCOM.
  - h) Missions of other units with a significant bearing on the ability of the DISCOM to accomplish its mission.
- 3) Attachments and detachments.

c. MISSION

d. EXECUTION

Intent of the DISCOM commander.

- 1) Concept of operation.
  - a) Maneuver.
  - b) Fire support.
    - (1) Main effort.
    - (2) Priority of fires.
  - c) Mobility and survivability.
    - (1) Priority of support.

- (2) Priority of mobility and survivability aspects as appropriate for GS units.
    - (3) Designation of authority to emplace obstacles.
  - d) Air defense.
    - (1) ADA priorities.
    - (2) AD weapons status.
    - (3) AD warning status.
  - e) C2W.
  - f) CSS.
    - (1) Material and services.
      - (a) Supply.
      - (b) Transportation.
      - (c) Services.
      - (d) Labor.
      - (e) Maintenance.
    - (2) Medical.
    - (3) Personnel.
    - (4) CMO.
- 2) Tasks to subordinate units.
  - a) FSB.
  - b) FSB.
  - c) FSB.
  - d) MSB.

- 3) Task to maneuver units (when available).
- 4) Tasks to combat support units.
  - a) Fires.
    - (1) Air support.
    - (2) Field artillery support.
      - (a) General material. Priorities for counterfire or interdiction.
      - (b) Organization for combat.
    - (3) Fire support coordinating instructions.
  - b) Mobility and survivability.
    - (1) Engineer (and engineer overlay).
    - (2) NBC operations.
  - c) Air defense.
    - (1) Organization for combat.
    - (2) Missions.
    - (3) Priorities for protection.
  - d) C2W.
    - (1) Functional and support roles of attached MI units.
    - (2) Deception.
    - (3) EW.
    - (4) Psychological warfare.
- 5) Coordinating instructions.



- a) Time or condition when the DISCOM FRAGO becomes effective.
- b) CCIR - Changes from existing DISCOM order.
  - (1) PIR (if not addressed in changes to Annex B [Intelligence]).
  - (2) EEFI (if not addressed in changes to Annex B [Intelligence]).
  - (3) FFIR (if not addressed in changes to Annex B [Intelligence]).
- c) Risk reduction control measures that have changed.
- d) ROE changes.
- e) Environmental considerations changes.
- f) Any other coordinating instructions that changed from the existing DISCOM order or additional instructions.

e. SERVICE SUPPORT

- 1) Support concept.
  - a) Synopsis of the DISCOM mission.
  - b) DISCOM headquarters and/or DSA locations.
  - c) The DISCOM support priorities.
  - d) Significant and/or unusual CSS issues that might impact the overall division operation.
  - e) Any significant CSS risks.
  - f) Support requirements in the functional areas of manning, arming, fueling, fixing, and moving.
- 2) Material and services.
- 3) MEDEVAC and hospitalization.

- 4) Personnel.
- 5) Civil-military cooperation.
- 6) Miscellaneous.
- f. COMMAND AND SIGNAL
  - 1) Command.
    - a) Map coordinates for DISCOM CP locations.
    - b) Chain of command if different from DISCOM SOP.
  - 2) Signal.
    - a) Signal instructions.
    - b) Identification of current SOI.
    - c) Required DISCOM reports, formats, and times due.
- g. ACKNOWLEDGE
- h. ANNEXES
- i. DISTRIBUTION

**Bde - 1 BRIGADE TSOP**

- a. Battle command procedures.
  - 1) Succession of command.
  - 2) Alternate CPs.
  - 3) Displacement of CPs.
  - 4) CP security.
  - 5) Orders and plans.
  - 6) CP organization, layout, shifts.

- 7) Reports.
- b. Control procedures.
  - 1) LNO procedures.
  - 2) Brevity codes.
  - 3) Terrain index reference system.
  - 4) Recognition techniques.
  - 5) Signals.
  - 6) Alarms and warnings.
  - 7) Readiness conditions.
  - 8) Fixed call signs.
- c. Tactical movement procedures.
- d. Assembly area occupation procedures.
- e. Other tactical operations procedures.
  - 1) Passage of lines.
  - 2) River crossing.
- f. Air defense procedures.
  - 1) ADWs.
  - 2) Local air defense warnings (LADWs).
  - 3) WCS and guidance.
  - 4) Hostile aircraft criteria.
  - 5) ROE.
- g. Signal procedures.

- h. Intelligence and security procedures.
  - 1) General guidance.
  - 2) Named areas of interest (NAIs) and targeted areas of interest (TAIs) designation procedures.
  - 3) Document security.
  - 4) Personnel security.
  - 5) EPW procedures.
  - 6) Captured document and equipment procedures.
- i. NBC procedures.
  - 1) MOPP guidance.
  - 2) Required NBC teams.
  - 3) Alarms and warnings.
  - 4) Reporting and marking procedures.
- j. Engineer procedures.
  - 1) Priorities for support.
  - 2) Countermobility procedures.
  - 3) Scatterable mines (SCATMINES).
  - 4) Mobility operations.
  - 5) Standard obstacles.
- k. Fire support procedures.
- l. Army aviation procedures (to include air transport and aerial resupply).
  - 1) Priorities.

- 2) Supported unit responsibilities.
- 3) Landing zone and pickup zone selection and preparation.
- 4) Air transport and aerial resupply.
- m. Procedures for attachments and detachments.
- n. Logistics procedures.
  - 1) Reports.
  - 2) Reorganization/reconstitution.
  - 3) Supply.
  - 4) Services.
  - 5) Transportation (to include air transport and aerial resupply).
  - 6) Refueling on the move (ROM).
- o. Personnel procedures.
  - 1) Reports.
  - 2) Replacement operations.
  - 3) Casualty reporting.
  - 4) Postal.
  - 5) Finance.
  - 6) Health service support (HSS).
  - 7) MEDEVAC.
  - 8) Legal.
  - 9) Public affairs.
  - 10) Religious.

- p. MP procedures.
- q. CMO procedures.
- r. HN support procedures.

**Bde - 2      BRIGADE WARNO**

a.      HEADING

- 1)      References. (Maps, charts, and other relevant documents.)
- 2)      Time zone used throughout the order.
- 3)      Task organization.

b.      SITUATION

- 1)      Enemy forces. (Include significant changes of information.)
- 2)      Friendly forces.
  - a)      Division mission.
  - b)      Division commander's intent.
  - c)      Division concept of operation.
  - d)      Missions of units to the immediate left and right.
  - e)      Missions of other units with a significant bearing on the brigade.

- 3)      Attachments and detachments.

c.      MISSION of the brigade

d.      EXECUTION

Intent of the brigade commander (if available).

- 1)      Concept of operation (when available).
- 2)      Tasks to maneuver units (when available).

- a) Tasks to units for execution.
- b) Movement to be initiated (time).
- c) Reconnaissance to be initiated (time).
- b) Security to be in place (time).
- 3) Tasks to combat support units (when available).
- 4) Coordinating instructions.
  - a) CCIR.
  - b) Risk guidance.
  - c) Deception guidance.
  - d) Timeline.
  - e) Guidance on orders and rehearsals.
  - f) Orders group meeting (attendees, location, and time) (when applicable).
  - g) Earliest time of movement and degree of notice.
- e. SERVICE SUPPORT
  - 1) Special equipment. (Identification of requirements and coordinating instructions for transfer to using units.)
  - 2) Transportation: (Identification of requirements and coordination for pre-positioning of assets.)
- f. COMMAND AND SIGNAL
  - 1) Command. (Chain of command if different from brigade SOP.)
  - 2) Signal. (Identification of current SOI and prepositioning of assets to support the operation.)

- g. **ACKNOWLEDGE** (Statement directing acknowledgment of receipt and understanding.)

**BDE - 3      BRIGADE OPORD**

- a. **HEADING**

- 1) **References.** (Maps, charts, DATUM, and other related documents needs to understand the order.)
  - 2) **Task organization.**

- b. **SITUATION**

- 1) **Enemy forces.**
    - a) **Description of the enemy to battalion level.**
    - b) **Enemy most probable COA.**
    - c) **Enemy COA most dangerous to the brigade.**
    - d) **Assessment of terrorist activities directed against the brigade.**
  - 2) **Friendly forces.**
    - a) **Corps mission.**
    - b) **Corps commander's intent.**
    - c) **Corps concept of operation.**
    - d) **Division mission.**
    - e) **Division commander's intent.**
    - f) **Division concept of operation.**
    - g) **Missions of units to the immediate left and right of the brigade.**
    - h) **Missions of other units with a significant bearing on the brigade's accomplishment of its mission.**



3) Attachments and detachments.

c. MISSION

d. EXECUTION

Intent of the brigade commander.

1) Concept of operation (by phase if required).

a) Maneuver.

b) Fire support.

(1) Main effort.

(2) Priority of fires.

c) Mobility and survivability.

(1) Priority of support.

(2) Priority of mobility and survivability assets as appropriate for GS units.

(3) Designation of authority to emplace obstacles.

d) Air defense.

(1) Priority of air defense.

(2) AD weapons status.

(3) AD warning status.

e) C2W.

2) Tasks to maneuver units.

a) Infantry.

b) Armor.

c) Cavalry.

- d) Aviation.
- 3) Tasks to combat support units.
  - a) Fires.
    - (1) Air support.
      - (a) Close air support (CAS) sorties allocation.
      - (b) Tactical air reconnaissance sorties allocation.
    - (2) Chemical support. (Priorities of reconnaissance, decontamination, and smoke.)
    - (3) Field artillery support.
      - (a) General. (Priorities for counterfire or interdiction.)
      - (b) Organization for combat.
    - 4) Naval surface fires (NSF).
    - 5) Fire support coordinating instructions.
  - b) Mobility and survivability.
    - (1) Engineer (and engineer overlay).
    - (2) NBC operations.
  - c) Air Defense.
    - (1) Organization for combat.
    - (2) Missions.
    - (3) Priorities for protection.
  - d) C2W.
    - (1) Functional and support roles of attached MI units.

- (2) Deception.
  - (3) EW.
  - (4) Psychological warfare.
  - (5) UAV.
- 4) Coordinating instructions.
  - a) Time or condition when the brigade OPORD becomes effective.
  - b) CCIR.
    - (1) PIR (if not addressed in Annex B [Intelligence]).
    - (2) EEFI (if not addressed in Annex B [Intelligence]).
    - (3) FFIR (if not addressed in Annex B [Intelligence]).
  - c) Risk reduction control measures.
    - (1) Antiterrorist actions.
    - (2) MOPP.
    - (3) OEG.
    - (4) Vehicle recognition signals.
    - (5) Fratricide prevention measures.
  - d) ROE.
  - e) Environmental considerations.
  - f) Any other coordinating instructions or additional instructions.
- e. SERVICE SUPPORT
  - 1) Support concept.

- a) Synopsis of the FSB mission.
  - b) FSB headquarters and/or brigade support area (BSA) locations.
  - c) The DISCOM support priorities and where the brigade fits into those priorities.
  - d) The brigade commander's priorities of support.
  - e) DISCOM units other than the FSB supporting the brigade.
  - f) Significant and/or unusual CSS issues that might impact the overall brigade operation.
  - g) Any significant CSS risks.
  - h) Support requirements in the functional areas of manning, arming, fueling, fixing, and moving.
- 2) Material and services.
  - 3) MEDEVAC and hospitalization.
  - 4) Personnel.
  - 5) Civil-military cooperation.
  - 6) Miscellaneous.
- f. COMMAND AND SIGNAL
- 1) Command.
    - a) Map coordinates for brigade CP locations.
    - b) Chain of command if different from brigade SOP.
  - 2) Signal.
    - a) Signal instructions.
    - b) Identification of current SOI.

- c) Required brigade reports, formats, and times due. (If different from TSOP.)

g. ACKNOWLEDGE

h. ANNEXES:

- 1) A-Task organization.
- 2) B-Intelligence.

a) SITUATION

(1) Enemy.

- (a) Terrain.
- (b) Weather.
- (c) Enemy capabilities and/or activities.
  - 1 Known and templated locations and activities of enemy units to battalion level.
  - 2 Significant enemy maneuver and other functional area capabilities that impact on accomplishment of brigade functional area operations.
  - 3 Expected employment of enemy assets based on most probable enemy COA.

(2) Friendly situation.

(3) Attachments and detachments.

b) MISSION

c) EXECUTION

- (1) Concept of intelligence support to support the overall brigade operation.

- (2) Tasks to subordinate units. (Detailed intelligence acquisition tasks, by unit.)
- (3) Multidisciplined CI. (Special operational instructions having CI aspects.)
- (4) Coordinating instructions.
  - (a) Intelligence requirements and their priorities.
  - (b) Intelligence acquisition.
    - 1 Requests to division, corps, adjacent, and cooperating units (for intelligence information).
    - 2 Requests for information from other units not organic or attached.
  - (c) Measures for handling personnel, documents, and material.
    - 1 EPW, deserters, repatriates, civilian inhabitants, and other persons.
      - a Special handling and segregation instructions.
      - b Location of EPW collection points.
    - 2 Captured documents. (Special instructions for handling and processing from time of capture to receipt by specified brigade intelligence personnel [if different from TSOP].)
    - 3 Captured material. (Specially designated items or categories of enemy material required for examination. and specific instructions

for their processing and disposition [if different from TSOP].)

- (d) Documents or equipment required.  
(Description of the conditions under which subordinate units can obtain or request documents or equipment, such as aerial photographs and maps [if different from TSOP].)

- (e) Distribution of intelligence products.

- 1 Periods that routine reports and distribution cover.
- 2 Distribution of special intelligence products.

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

f) APPENDICES:

- (1) Appendix 1 - Intelligence Estimate.

Tab 1 Situation Overlay.

- (2) Appendix 2 - Reconnaissance and Surveillance.

- (3) Appendix 3 - Signals Intelligence.

- (4) Appendix 4 - Multidisciplined Counterintelligence Estimate.

3) C-Operation Overlay

4) D-Fire Support

a) SITUATION

- (1) Enemy.

- (a) Description of enemy fire support and AD assets up to division and down to battery(Btry)/company.
  - (b) Enemy capabilities and/or activities.
    - 1 Enemy rocket, cannon, and missile artillery.
    - 2 Numbers of possible enemy CAS and attack helicopter sorties by day.
    - 3 Number, type, yield, and delivery means of enemy NBC weapons available to the committed force.
  - (2) Friendly situation.
    - (a) Division's concept of fires.
    - (b) Adjacent units' concept of fires.
    - (c) Supporting air and naval forces.
  - (3) Attachments and detachments.
- b) MISSION
- c) EXECUTION
  - (1) Concept of fires to support the brigade commander's concept and priority of fire support.
  - (2) Air support.
    - (a) Brigade commander's intent for use of air power.
    - (b) Air interdiction (AI) operations.
    - (c) CAS operations.
    - (d) Electronic combat (EC) operations.



- (e) R&S operations.
- (f) Miscellaneous.
  - 1 Air tasking order's (ATO) effective time period.
  - 2 Deadlines for submission of AI, CAS, R&S, and EC requests.
  - 3 Mission request numbering system as it relates to the target numbering system.
  - 4 Joint suppression of enemy air defense (JSEAD) taskings.
  - 5 Essential A2C2 measures.
- (3) Field artillery support.
  - (a) Concept for use of cannon, rocket, and missile artillery in support of close, deep, and rear operations.
  - (b) Artillery organization for combat.
  - (c) Allocation of ammunition.
  - (d) Miscellaneous.
    - 1 Changes to the targeting numbering system.
    - 2 Use of pulse repetition frequency (PRF) codes.
    - 3 Positioning restrictions.
- 4) NSF.
  - (a) Concept for use of NSF support.

- (b) NSF organization and relationships of ships to units (DS, GS).
- (c) Miscellaneous.
  - 1 Trajectory limitations or minimum safe distances.
  - 2 Frequency allocations.
- 5) Chemical support.
- 6) Offensive EW support. (Concept for use of EW [jamming] in close and deep operations.)
- 7) Target acquisition.
  - (a) Employment and allocation of FA target-acquisition systems and IEW assets.
  - (b) Specific target-acquisition tasks, the observation matrix, FSEM, and RDO.
- 8) Coordinating instructions.
  - (a) Deep operations boundary.
  - (b) Targeting products.
    - 1 Target-selection standards (TSS) matrix.
    - 2 High-payoff target list (HPTL).
    - 3 Attack-guidance matrix (AGM).
  - (c) FSCMs.
  - (d) Time of execution of program of fires relative to H-Hour.
  - (e) ROE.
- d) SERVICE SUPPORT

- (1) Location of ATPs and ASPs.
    - (2) CSR.
  - e) COMMAND AND SIGNAL
  - f) APPENDICES:
    - (1) Appendix 1 - Air Support.
    - (2) Appendix 2 - Field Artillery.
    - (3) Appendix 3 - Naval Surface Fires.
- 5) E-Mobility and Survivability.
  - a) SITUATION
    - (1) Enemy.
      - (a) Terrain.
      - (b) Weather.
      - (c) Enemy engineer capabilities and/or activities.
        - 1 Known and templated locations and activities of enemy engineer units to company level.
        - 2 Significant enemy maneuver and engineer capabilities that impact brigade engineer operations.
        - 3 Expected employment of enemy engineer assets based on most probable enemy COA.
    - (2) Friendly situation.
    - (3) Attachments and detachments.
  - b) MISSION

c) EXECUTION

- (1) Scheme of mobility and survivability operations to support the overall brigade operation, by phase and in priority.
- (2) Tasks to subordinate units.
- (3) Coordinating instructions.
  - (a) ROE for engineer units.
  - (b) Reference to supporting appendices.

d) SERVICE SUPPORT

- (1) Command regulated classes of supply.
- (2) Supply distribution plan.
- (3) Transportation.
- 4) CHS.
- 5) HN.
  - (a) Type, location, facilities, assets, and support available.
  - (b) Procedures for requesting and acquiring HN support.
  - (c) Limitations and restrictions on HN support.

e) COMMAND AND SIGNAL

f) APPENDICES:

- (1) Appendix 1 - Engineer.
  - (a) Scheme of engineer operations to support the overall brigade operation. The engineer main effort by mission and unit for each phase of

the operation. Division level missions that impact the brigade.

- 1 Obstacles. (The details of the countermobility effort. Identification of obstacle belts to support brigade deep, close, and rear operations. Identification, prioritization, and assignment of responsibilities for division and brigade directed and reserve targets. Execution criteria for reserve targets.)
- 2 Situational obstacles. (Concept for employing situational obstacles to support the brigade plan. Brigade planned and executed obstacles. Brigade planned and battalion/TF executed obstacles. Brigade resourced and battalion/TF planned and executed obstacles. Criteria for each type of obstacle with designation of HQ maintaining authority to use SCATMINES and restrictions on duration [by belt].)

(b) Tasks to subordinate units.

(c) Coordinating instructions.

- 1 Times or events at which obstacle belts become effective.
- 2 Brigade PIR to be considered by subordinate engineer staff or PIR that must be reported.
- 3 Mission reports required.
- 4 Explanation of engineer work lines.

(d) SERVICE SUPPORT

(e) COMMAND AND SIGNAL

(2) Appendix 2 - Environmental Considerations.

(a) Operational effect on environment versus military advantage.

(b) Coordinating instructions.

1 Certification of local water sources.

2 Solid waste and liquid waste management.

3 Medical waste.

4 Hazardous waste management.

5 Flora and fauna protection.

6 Archeological and historical preservation.

(d) SERVICE SUPPORT

(e) COMMAND AND SIGNAL

(Responsibility for initial environmental considerations guidance, point of contact who will process requested waivers to environmental governing standards and who is responsible for coordinating and issuing instructions for disposal of hazardous material and waste.)

(3) Appendix 3 - Nuclear, Biological, and Chemical (NBC) Operations.

(a) Scheme of NBC defense operations to support the overall brigade operation.

(b) Tasks to subordinate units.

(c) Coordinating instructions.

1 MOPP level guidance.

- 2 Automatic masking criteria.
- 3 Troop safety criteria.
- 4 Decontamination site locations.
- 5 Medical facilities and locations for treating chemical casualties.
- 6 Turn-in points for chemical and biological samples.
- 7 List of civilian and military facilities whose destruction could create militarily significant NBC hazards.
- 8 OEG guidance (if applicable).
- 9 Procedures for limiting EMP effects.

(d) SERVICE SUPPORT  
(Procedures for handling contaminated casualties. Information on availability and locations of field expedient decontamination supplies, materials, and decontaminants.)

(e) COMMAND AND SIGNAL  
(NBC warning and reporting system.)

(f) Tabs:

- 1 Tab 1- NBC Defense.
- 2 Tab 2 - Smoke operations.

6) F-Air Defense.

a) SITUATION

(1) Enemy.

(a) Terrain. (Most likely routes of enemy ingress and egress.)

- (b) Weather.
- (c) Enemy air capabilities and/or activities.

- 1 Air threat data. (Air-capable enemy organizations including platforms by number and type. Enemy aircraft all weather capabilities and limitations.)
- 2 Additional air threat information. (Air threat information not covered in the intelligence annex. Specific air threat considerations: sortie rate, subordination of air elements to ground units, ordnance peculiarities, target preferences, tactics, and recent significant activities.)
- 3 Patterns of use of air avenues of approach.

- (2) Friendly situation. (Description of how the air defense plan integrates with division plans.)
- (3) Attachments and detachments.

b) MISSION

c) EXECUTION

- (1) Scheme of ADA support to the overall brigade operation. (Includes the brigade commander's intent, objectives, and priorities.)
- (2) Tasks to subordinate units. (Command and support relationships and priority of protection.)
- (3) Coordinating instructions.
  - (a) ADW and ADW authority.
  - (b) SOR plan.
  - (c) WCS and WCS authority.



- (d) Hostile criteria.
    - (e) ROE.
    - (f) Passive AD.
    - (g) Combined arms for AD.
    - (h) Early warning.
  - d) SERVICE SUPPORT
  - e) COMMAND AND SIGNAL  
(IFF code edition and book number.)
- 7) G-Command and Control Warfare.
  - a) SITUATION
  - b) MISSION
  - c) EXECUTION
    - (1) Scheme of support for C2W to the overall brigade operation.
      - (a) Military deception.
      - (b) EW.
      - (c) OPSEC.
      - (d) PSYOP.
      - (e) Physical destruction.
    - (2) C2W tasks. (Exercise of coordinating authority for C2W operations. Division commander's C2W objectives and guidelines for accomplishment. Joint restricted list to support operations.)
  - d) SERVICE SUPPORT

- e) COMMAND AND SIGNAL
- f) APPENDICES:
  - (1) Appendix 1 - Electronic Warfare.
  - (2) Appendix 2 - Operations Security.
  - (3) Appendix 3 - Deception.
  - (4) Appendix 4 - PSYOP.
- 8) H-Signal Operations (SO).
  - a) SITUATION
    - (1) Enemy.
      - (a) Terrain. (All critical terrain aspects that will impact on employment of C2 communications systems.)
      - (b) Enemy capabilities and/or activities. (Significant enemy EW capabilities that impact C2 systems.)
    - (2) Friendly situation. (Primary communications gateways providing connectivity to division, battalion/TFs, and adjacent units. Critical communications measures required to counter expected enemy EW capabilities and protect C2 systems. External communication assets that will augment the brigade's signal support.)
  - b) MISSION
  - c) EXECUTION
    - (1) Concept of signal support to support the overall brigade operation. (Primary and backup systems supporting critical C2 networks. Plan for extending C2 systems through each phase of the brigade operation. Critical links between tactical and

strategic communications systems [if applicable].  
Signal support priorities.)

- (2) Tasks to subordinate units. (Tasks to specific maneuver and signal support units not contained in the five paragraphs of the brigade OPORD. Detailed ABCS control procedures.)
- (3) Coordinating instructions. (Key times or events critical to information system and network control procedures.)

d) SERVICE SUPPORT

- e) COMMAND AND SIGNAL  
(C2 SYSCON hierarchy for common user network. LAN control procedures for network administration and/or management.)

9) I-Provost Marshal (PM).

a) SITUATION

b) MISSION

c) EXECUTION

- (1) Scheme of PM operations to support the overall brigade operation.
  - (a) Maneuver and mobility support. (BCC plan. Route R&S. MSR traffic control. Straggler control. Refugee control. Intelligence collecting and reporting.)
  - (b) Area security. (Rear area protection plan, to include base defense. Security of critical assets. Base response force [Levels I, II, III]. Counterincursion. Air ground defense. Terrorism counteraction. ADC. NBC detection and reporting.)
  - (c) Internment and resettlement operations.

- (d) EPW holding areas and EPW operations.
    - (e) Law and order operations. (Maintenance of law and order in rear area forward to maneuver units' rear boundaries.)
  - (2) Tasks to subordinate units.
  - (3) Coordinating instructions. (Refer to Annex K [Rear Operations]. Coordination/cooperation among adjacent and other units. Civilian HN agencies which are required to complete the mission. Actions pertaining to rear area force protection that expand or differ from the brigade TSOP.)
- d) SERVICE SUPPORT
- e) COMMAND AND SIGNAL
- 10) J-Civil-Military Operations.
  - a) Scheme of operation for civil-military support to the overall brigade operation.
  - b) Tasks to subordinate units.
  - c) Coordinating instructions.
  - d) Signal. (Reporting functions for units and CMO activities. SOF [if appropriate] specific communications procedures to support CMO.)
- 11) K-Rear Operations.
  - a) SITUATION
  - b) MISSION
  - c) EXECUTION
    - (1) Scheme of rear area operations to support the overall brigade operation. (Support for the brigade deep and close operations by executing rear operations.)

- (a) Terrain management.
  - (b) Security. (TCF, response force, and reaction force. Counterreconnaissance plan. CI tasks to assist in threat reduction, location, and identification. Plan for integrating HN, multinational, or joint forces support.)
  - (c) Sustainment. (Monitoring of sustainment operations within the brigade. Positioning of support assets and critical CSS facilities and movements that require priority protection. Plan for establishment of forward supply points.)
  - (d) Movements. (Monitoring of administrative and tactical movement in the rear area. Identification of critical choke points that require sustained engineer support. Plan for routing of sustainment on MSRs to ensure no interference with movement of tactical units. Plan for tracking of all units moving through the rear area.)
- (2) Tasks to subordinate units.
- (a) TCF.
  - (b) Response force.
  - (c) MP. Establishment of TCPs.
  - (d) Base/base clusters. Reaction force. (Establishment of LP/OPs. Patrols.)
- (3) Coordinating instructions. (Establishment of operations centers. Reaction forces. Liaison with the rear CP. Terrain management coordination. Base defense plans.)
- d) SERVICE SUPPORT
- e) COMMAND AND SIGNAL

(Location of rear operations commander. Chain of command for the rear CP. Base and base cluster commanders and chain of command. Deconfliction of chain of command with chain of support. Alternate rear CP location.)

12) L-Service Support.

a) SITUATION (see base OPORD)

b) MISSION (see base OPORD)

c) EXECUTION

(1) Scheme of service support operations to support the overall brigade operation.

(2) Tasks to subordinate units.

(3) Coordinating instructions.

d) SERVICE SUPPORT

(1) Material and services.

(a) Supply. (Information by class of supply. Supply cycle [as appropriate], plan, and procedures by class of supply.)

(b) Transportation. (Land, sea, and air [as applicable]. Facility locations, traffic control, regulation measures, MSRs and ASRs, transportation critical shortages, and essential data not provided elsewhere.)

1 Road movement tables.

2 Traffic circulation.

(c) Services. (Construction. CEB and laundry. Mortuary affairs. Identification of services available, the designation and location of units providing services.)

(d) Labor.

- (e) Maintenance. (Aircraft, ground vehicle and other equipment, and watercraft maintenance. Priority of maintenance, location of facilities and collecting points, repair time limits at each level of maintenance, and evacuation procedures.)
- (2) MEDEVAC and hospitalization. (Evacuation. Hospitalization. Plan for collection, medical treatment, MEDEVAC policy, and hospitalization of sick, injured, or wounded U.S. and joint forces soldiers, EPW, and civilians [as appropriate]. Requirements for CHS logistics, combat stress management, preventive medicine, dental services, and veterinary services.)
- (3) Personnel. (Unit strength maintenance. Morale. Plans for unit strength maintenance, personnel management, morale development and maintenance, discipline, law and order, HQ management, and religious support.)
- (4) Civil-military cooperation. (If not addressed in Annex J, [Civil-Military Operations].)

e) COMMAND AND SIGNAL

f) APPENDICES:

- (1) Appendix 1- Service Support Matrix.
- (2) Appendix 2 - Service Support Overlay.
- (3) Appendix 3 - Traffic Circulation and Control.  
Tab 1 Traffic Circulation (Overlay).  
Tab 2 Road Movement Table.
- (4) Appendix 4 - Personnel.
- (5) Appendix 5 - Legal.

Tab 1 ROE.

(6) Appendix 6 - Religious Support.

13) M-Army Airspace Command and Control.

a) SITUATION

- (1) Enemy capability and activity. (Known and templated enemy ADA locations and enemy air corridors. Significant enemy maneuver capabilities that affect A2C2 operations such as radio combat capabilities.)
- (2) Friendly situation. (Additional airspace users including Air Force, Navy, Marine, allies, coalition forces. ADA, FA, and UAV that affect the scheme of maneuver.)

b) MISSION

c) EXECUTION

- (1) Concept of A2C2 support to the overall brigade operation.
- (2) Tasks to subordinate units.
- (3) Coordinating instructions.
  - (a) All ADA warnings, WCS, and ROE.
  - (b) Rules for in-flight procedures if different from the aviation procedures guide.
  - (c) Description of liaison procedures.
  - (d) Hostile and friendly aircraft in the brigade area of interest.
  - (e) Routes and corridors (minimum risk routes, LLTRs, standard use routes, UAV operating areas, ROZs, air forces' routes, coordination requirements).



- (f) FSCMs that affect airspace users.
- d) SERVICE SUPPORT
- e) COMMAND AND SIGNAL
- i. DISTRIBUTION

**Bde - 4 BRIGADE FRAGO**

- a. HEADING
- b. SITUATION
  - 1) Enemy forces.
    - a) Description of the enemy to battalion level.
    - b) Enemy most probable COA.
    - c) Enemy COA most dangerous (to the brigade).
  - 2) Friendly forces.
    - a) Corps mission.
    - b) Corps commander's intent.
    - c) Corps concept of operation.
    - d) Division mission.
    - e) Division commander's intent.
    - f) Division concept of operation.
    - g) Missions of units to the immediate left and right of the brigade.
    - h) Missions of other units with a significant bearing on the brigade.
  - 3) Attachments and detachments.

c. MISSION

d. EXECUTION

Intent of the brigade commander.

1) Concept of operation.

a) Maneuver.

b) Fire support.

(1) Main effort.

(2) Priority of fires.

c) Mobility and survivability.

(1) Priority of support.

(2) Priority of mobility and survivability aspects as appropriate for GS units.

(3) Designation of authority to emplace obstacles.

d) Air defense.

(1) Priority of air defense.

(2) AD weapons status.

(3) AD warning status.

e) C2W.

2) Tasks to maneuver units.

a) Infantry.

b) Armor.

c) Cavalry.

d) Aviation.

- 3) Tasks to combat support units.
  - a) Fires.
    - (1) Air support.
      - (a) CAS sorties allocation.
      - (b) Tactical air reconnaissance sorties allocation.
    - (2) Chemical support. (Priorities of reconnaissance, decontamination, and smoke.)
    - (3) Field artillery support.
      - (a) General. (Priorities for counterfire or interdiction.)
      - (b) Organization for combat.
    - (4) NSF.
    - (5) Fire support coordinating instructions.
  - b) Mobility and survivability.
    - (1) Engineer (and engineer overlay).
    - (2) NBC operations.
  - c) Air defense.
    - (1) Organization for combat.
    - (2) Missions.
    - (3) Priorities for protection.
  - d) C2W.
    - (1) Function and support roles of attached MI units.
    - (2) Deception.

- (3) EW.
  - (4) Psychological warfare.
  - (5) UAV.
- 4) Coordinating instructions.
  - a) Time or condition when the brigade FRAGO becomes effective.
  - b) CCIR - Changes from existing brigade order.
    - (1) PIR (if not addressed in changes to Annex B [Intelligence]).
    - (2) EEFI (if not addressed in changes to Annex B [Intelligence]).
    - (3) FFIR (if not addressed in changes to Annex B [Intelligence]).
  - c) Risk reduction control measures that have changed.
  - d) ROE changes.
  - e) Environmental considerations changes.
  - f) Any other coordinating instructions that changed from the existing brigade order or additional instructions.
- e. SERVICE SUPPORT
  - 1) Support concept.
    - a) Synopsis of the FSB mission.
    - b) FSB headquarters and/or BSA locations.
    - c) The DISCOM support priorities and where the brigade fits into those priorities.
    - d) The brigade commander's priorities of support.

- e) Units in the DISCOM supporting the brigade.
  - f) Significant and/or unusual CSS issues that might impact the overall brigade operation.
  - g) Any significant CSS risks.
  - h) Support requirements in the functional areas of manning, arming, fueling, fixing, and moving.
- 2) Material and services.
- 3) MEDEVAC and hospitalization.
- 4) Personnel.
- 5) Civil-military cooperation.
- 6) Miscellaneous.
- f. COMMAND AND SIGNAL
  - 1) Command.
    - a) Map coordinates for brigade CP locations.
    - b) Chain of command if different from brigade SOP.
  - 2) Signal.
    - a) Signal instructions.
    - b) Identify current SOI.
    - c) Required brigade reports, formats, and times due.
- g. ACKNOWLEDGE
- h. ANNEXES
- i. DISTRIBUTION

**Bde - 5      GUIDANCE AND INFORMATION FROM THE BRIGADE COMMANDER  
AND STAFF**

- a.      Oral orders and guidance from the brigade commander, XO, S3, and S4.
- b.      Operations reports.
- c.      Intelligence reports.
- d.      Logistics reports.
- e.      Personnel reports.
- f.      As required reports, e.g.:
  - 1)      Bridge report.
  - 2)      Crossing report.
  - 3)      Meaconing, intrusion, jamming, and interference (MIJI) report.
  - 4)      Minefield report.
  - 5)      Patrol report.
  - 6)      EPW or captured material report.
  - 7)      Route reconnaissance report.
  - 8)      Severe weather warning report.
- g.      NBC reports.

**FSB - 1      FSB TSOP**

- a.      Battle command procedures.
  - 1)      Succession of command.
  - 2)      Appointment of battalion "battle captain."
  - 3)      Alternate CPs.
  - 4)      Displacement of CP.
  - 5)      CP security.

- 6) Orders and plans.
  - 7) CP organization, layout, shifts.
  - 8) CP communications.
  - 9) Reports.
- b. S1 section responsibilities.
- 1) Assigning replacement personnel.
  - 2) Distribution center.
  - 3) Religious services.
  - 4) Maintaining personnel statistics.
  - 5) Maintaining medical status.
  - 6) GRREG processing.
  - 7) Accident reporting.
  - 8) Casualty processing.
  - 9) Personnel accounting.
- c. S2/3 intelligence section responsibilities.
- 1) Battle tracking.
  - 2) OPSEC procedures.
  - 3) Sensitive item accounting.
  - 4) Weather data.
  - 5) Intelligence processing.
  - 6) EPWs.
  - 7) Classified materials.

- d. S2/3 operations section responsibilities.
  - 1) Tactical operations center (TOC) setup and operations.
    - a) TOC manning.
    - b) Shift procedures.
    - c) TOC displacement.
    - d) TOC security.
  - 2) Movements.
    - a) Counter-ambush procedures.
    - b) Procedures in event of air attack.
  - 3) Rear area protection.
    - a) C2.
    - b) Base cluster defense concept.
    - c) Reaction force.
    - d) Vulnerability analysis.
    - e) Ground attack procedures.
    - f) Air attack procedures.
    - g) Signals and codewords.
    - h) BSA occupation and layout.
    - i) Call for fires.
    - j) Air defense.
    - k) Engineer mobility, countermobility, survivability (M/CM/S).
    - l) MP.



- m) Weapons employment.
- n) R&S.
- o) LPs and OPs.
- 4) Communications.
  - a) Battalion communications.
  - b) BSA communications.
  - c) Remoting.
- 5) NBC.
  - a) NBCWRS.
  - b) NBC teams.
  - c) Decontamination.
  - d) OEG.

e. S4 section responsibilities.

- 1) Supply.
- 2) Maintenance.
- 3) Transportation (to include air transport and aerial resupply).
- 4) Battalion mess procedures.
- 5) Field services.
- 6) ADC.

f. Support operations section responsibilities.

- 1) Supply.
- 2) Maintenance.

- 3) Transportation (to include air transport and aerial resupply).
- 4) Medical.
- 5) Field services.
- 6) Brigade liaison.
- g. Medical support.
  - 1) AXP.
  - 2) Mass casualties.
  - 3) Patient evacuation.
  - 4) BAS reconstitution.
  - 5) Contaminated casualty treatment.
- h. Emergency displacement procedures.
- i. LRP procedures.
- j. ATP procedures.
- k. External CSS procedures.
  - 1) CL I, VI, and water.
  - 2) CL II, III(P), IV, and VII.
  - 3) CL III bulk.
  - 4) CL V.
  - 5) CL VIII.
  - 6) CL IX.
  - 7) Maintenance.
  - 8) Transportation (to include air transport and aerial resupply).

- 9) Medical.
- 10) Field services.
  - a) GRREG.
  - b) Salvage.
  - c) CEB.
- l. Procedures for attachments and detachments.
- m. HN support procedures.
- n. Reports.
- o. Pre-combat checklist.
- p. Liaison procedures.

**FSB - 3 FSB OPORD**

- a. HEADING
  - 1) References. (Maps, charts, DATUM, and other related documents needs to understand the order.)
  - 2) Task organization.
- b. SITUATION
  - 1) Enemy forces.
    - a) Description of the enemy to include level I threats in Bde rear area and threats to CSS activities.
    - b) Enemy most probable COA.
    - c) Enemy COA most dangerous to the FSB.
    - d) Assessment of terrorist activities directed against the BSA and CSS activities.

- 2) Friendly forces.
  - a) Division mission.
  - b) Division commander's intent.
  - c) Division concept of operation.
  - d) Brigade mission.
  - e) Brigade commander's intent.
  - f) Brigade concept of operation.
  - g) DISCOM mission.
  - h) DISCOM commander's intent.
  - i) DISCOM concept of operation.
  - j) Missions of units to the immediate left and right of the brigade.
  - k) Missions of other units with a significant bearing on the DISCOM's and brigade's accomplishment of their missions.

3) Attachments and detachments.

c. MISSION

d. EXECUTION

Intent of the FSB commander.

- 1) Concept of operation (by phase if required).
  - a) Maneuver (reaction force, TCF).
  - b) Fire support.
  - c) Mobility and survivability.
    - (1) Priority of support.

- (2) Priority of mobility and survivability aspects as appropriate for GS units.
  - (3) Designation of authority to emplace obstacles.
- d) Air defense.
  - (1) Priority of AD.
  - (2) AD weapons status.
  - (3) AD warning status.
- e) C2W.
- f) CSS.
  - (1) Material and services.
    - (a) Supply.
    - (b) Transportation.
    - (c) Services.
    - (d) Labor.
    - (e) Maintenance.
  - (2) Medical.
  - (3) Personnel.
  - (4) CMO.
  - (5) The brigade commander's priorities for support.
  - (6) The FSB commander's priorities of support.
  - (7) Corps and division units supporting the brigade or division units operating in the brigade area.
  - (8) Significant and/or unusual CSS issues that might impact the overall division operation.

- (9) Any significant CSS risks.
  - (10) Support requirements in the functional areas of manning, arming, fueling, fixing, and moving.
- 2) Tasks to subordinate units.
  - a) Company A.
  - b) Company B.
  - c) Company C.
- 3) Coordinating instructions.
  - a) FSB headquarters and/or BSA locations.
  - b) Time or condition when the FSB OPORD becomes effective.
  - c) CCIR.
    - (1) PIR (if not addressed in Annex B [Intelligence]).
    - (2) EEFI (if not addressed in Annex B [Intelligence]).
    - (3) FFIR (if not addressed in Annex B [Intelligence]).
  - d) Risk reduction control measures.
    - (1) Antiterrorist actions.
    - (2) MOPP.
    - (3) OEG.
    - (4) Vehicle recognition signals.
    - (5) Fratricide prevention measures.
  - d) ROE.
  - e) Environmental considerations.

- f) Any other coordinating instructions or additional instructions.
- e. SERVICE SUPPORT
  - 1) Material and services.
    - (a) Supply.
    - (b) Transportation.
    - (c) Services.
    - (d) Maintenance.
  - 2) MEDEVAC and hospitalization.
  - 3) Personnel.
  - 4) Miscellaneous.
- f. COMMAND AND SIGNAL
  - 1) Command.
    - a) Map coordinates for FSB CP locations.
    - b) Chain of command if different from FSB SOP.
  - 2) Signal.
    - a) Signal instructions.
    - b) Identification of current SOI.
    - c) Required brigade and DISCOM reports, formats, and times due.
- g. ACKNOWLEDGE
- h. ANNEXES:
  - 1) A-Task organization.

2) B-Intelligence.

a) SITUATION

(1) Enemy.

(a) Terrain.

(b) Weather.

(c) Enemy capabilities and/or activities.

1 Known and templated locations and activities of enemy units to level I.

2 Significant enemy maneuver and other functional area capabilities that can impact on accomplishment of BSA functional area operations to include CSS activities in forward areas.

3 Expected employment of enemy assets based on most probable enemy COA.

(2) Friendly situation.

(3) Attachments and detachments.

b) MISSION

c) EXECUTION

(1) Concept of intelligence support to support the overall BSA operation.

(2) Tasks to subordinate units. (Detailed intelligence acquisition tasks, by unit.)

(3) Multidisciplined CI. (Special operational instructions having CI aspects.)

(4) Coordinating instructions.



- (a) Intelligence requirements and their priorities.
- (b) Intelligence acquisition.
  - 1 Requests to brigade and DISCOM (for intelligence information).
  - 2 Requests for information from other units not organic or attached.
- (c) Measures for handling personnel, documents, and material.
  - 1 EPWs, deserters, repatriates, inhabitants, and other persons.
    - a Special handling and segregation instructions.
    - b Location of POW collection points.
  - 2 Captured documents. (Special instructions for handling and processing from time of capture to receipt by specified FSB intelligence personnel [if not in TSOP].)
  - 3 Captured material. (Specially designated items or categories of enemy material required for examination and specific instructions for their processing and disposition [if not in TSOP].)
- (d) Documents or equipment required. (Description of the conditions under which subordinate units can obtain or request documents or equipment, such as: air photographs and maps [if not in TSOP].)
- (e) Distribution of intelligence products.

- 1 Periods that routine reports and distribution cover.
  - 2 Distribution of special intelligence products.
- d) SERVICE SUPPORT
- e) COMMAND AND SIGNAL
- f) APPENDICES:
- (1) Appendix 1 - Intelligence estimate.  
Tab 1 Situation overlay.
  - (2) Appendix 2 - Reconnaissance and surveillance.
  - (3) Appendix 3 - Signals intelligence.
- 3) C-Operation overlay (brigade).
- 4) D-Direct and indirect fire support.
- a) SITUATION
- (1) Enemy.
    - (a) Description of enemy fire support.
    - (b) Enemy capabilities and/or activities.
      - 1 Enemy rocket, cannon, and missile artillery.
      - 2 Numbers of possible enemy CAS and attack helicopter sorties by day.
      - 3 Number, type, yield, and delivery means of enemy NBC weapons available to the committed force.
  - (2) Friendly situation.

- (a) Brigade concept of fires.
    - (b) Supporting air power (see CAS annex).
  - b) MISSION
  - c) EXECUTION
    - (1) Concept of fires to support the FSB commander's concept and priority of fire support.
    - (2) Air support.
    - (3) Field artillery support.
      - (a) Concept of support.
      - (b) Coordinating instructions.
      - (c) FSCMs.
      - (d) Time of execution of program of fires relative to H-Hour.
      - (e) ROE.
  - d) SERVICE SUPPORT
  - e) COMMAND AND SIGNAL
- 5) E-mobility/countermobility and survivability.
  - a) SITUATION
    - (1) Enemy.
      - (a) Terrain.
      - (b) Weather.
      - (c) Enemy engineer capabilities and/or activities.
    - (2) Friendly situation.

- b) MISSION
  - c) EXECUTION
    - (1) Scheme of mobility and survivability operations to support the overall FSB operation, by priority.
    - (2) Tasks to subordinate units.
    - (3) Coordinating instructions.
  - d) SERVICE SUPPORT
  - e) COMMAND AND SIGNAL
- 6) F-Air Defense.
- a) SITUATION
    - (1) Enemy.
      - (a) Terrain. (Most likely routes of enemy ingress and egress.)
      - (b) Weather.
      - (c) Enemy air capabilities and/or activities.
        - 1 Air threat data. (Air-capable enemy organizations including platforms by number and type. Enemy aircraft all weather capabilities and limitations.)
        - 2 Additional air threat information. (Air threat information not covered in the intelligence annex. Specific air threat considerations: sortie rate, subordination of air elements to ground units, ordnance peculiarities, target preferences, tactics, and recent significant activities.)
        - 3 Patterns of use of air avenues of approach.

- (2) Friendly situation. (Description of how the AD plan integrates with brigade plans.)
  - b) MISSION
  - c) EXECUTION
    - (1) Scheme of ADA support to the overall BSA operation. Includes the FSB commander's intent, objectives, and priorities.
    - (2) Tasks to subordinate units. (Command and support relationships and priority of protection.)
    - (3) Coordinating instructions.
      - (a) ADW and ADW authority.
      - (b) SOR plan.
      - (c) WCS and WCS authority.
      - (d) Hostile criteria.
      - (e) ROE.
      - (f) Passive air defense.
      - (g) Early warning.
  - d) SERVICE SUPPORT
  - e) COMMAND AND SIGNAL
- 7) G-Command, Control and Communications (C3).
  - a) SITUATION
  - b) MISSION
  - c) EXECUTION

- (1) Scheme of support for C3 to the overall BSA operation.
  - (a) EW.
  - (b) OPSEC.
  - (c) PSYOP.
  - (d) Physical destruction.
- (2) C3 tasks to subordinate units.
- d) SERVICE SUPPORT
- e) COMMAND AND SIGNAL
- 8) H-Signal Operations (SO) (omitted).
- 9) I-Provost Marshal (PM) (omitted).
- 10) J-Civil-Military Operations (CMO) (omitted).
- 11) K-Rear Operations.
  - a) SITUATION
  - b) MISSION
  - c) EXECUTION
    - (1) Scheme of rear area operations to support the overall BSA operation.
      - (a) Terrain management.
      - (b) Security. (TCF, response force, and reaction force. Counterreconnaissance plan. CI tasks to assist in threat reduction, location, and identification.)
      - (c) Sustainment. (Monitoring of sustainment operations within the BSA. Positioning of support assets and critical CSS facilities and

movements that require priority protection. Plan for establishment of forward supply points.)

- (d) Movements. (Monitoring of administrative and tactical movements in the rear area. Identification of critical choke points that require sustained engineer support. Plan for routing of sustainment on MSRs to ensure no interference with movement of tactical units. Plan for tracking of all units moving through the rear area.)

(2) Tasks to subordinate units.

- (a) Response force.
- (a) MP. Establishment of TCPs.
- (b) Base/base cluster. (Reaction force. Establishment of LP and OPs. Patrols.)

(3) Coordinating instructions. (Establishment of operations centers. Reaction forces. Liaison with the rear CP. Terrain management coordination. Base defense plans.)

d) SERVICE SUPPORT

- e) COMMAND AND SIGNAL  
(Location of rear operations commander. [Chain of command for the rear CP. Base and base cluster commanders and chain of command. Deconfliction of chain of command with chain of support. Alternate rear CP location.] )

12) L-Logistics.

- a) SITUATION (see base OPORD)
- b) MISSION (see base OPORD)
- c) EXECUTION

- (1) Scheme of service support operations to support the FSB internal operation.
  - (2) Tasks to subordinate units.
    - (a) Company A.
    - (b) Company B.
    - (c) Company C.
  - (4) Coordinating instructions.
- d) SERVICE SUPPORT
- e) COMMAND AND SIGNAL
- f) APPENDICES:
  - (1) Appendix 1- Service support matrix.
  - (2) Appendix 2 - Service support overlay.
  - (3) Appendix 3 - Traffic circulation and control.
    - Tab 1 Traffic circulation (overlay).
    - Tab 2 Road movement table.
  - (4) Appendix 4 - Legal.
    - Tab 1 ROE.
  - (5) Appendix 6 - Religious support.
- 13) M-Army Airspace Command and Control (A2C2) (omitted).
- 14) N-Internal Response Force.
  - a) SITUATION (see base order)
  - b) MISSION
  - c) EXECUTION



- (1) Concept of employment of internal response force.
  - (2) Task to subordinate units.
  - (3) Coordinating instructions.
- d) SERVICE SUPPORT
- e) COMMAND AND SIGNAL
- 15) O-Close Air Support.
  - a) SITUATION (see base order)
  - b) MISSION
  - c) EXECUTION
    - (1) Concept of employment of attack helicopters.
    - (2) Task to subordinate units.
    - (3) Coordinating instructions.
  - d) SERVICE SUPPORT
  - e) COMMAND AND SIGNAL
- 16) P-Area Damage Control.
  - a) SITUATION (see base order)
  - b) MISSION
  - c) EXECUTION
    - (1) Concept of ADC operations.
    - (2) Task to subordinate units.
    - (3) Coordinating instructions.
  - d) SERVICE SUPPORT

- e) COMMAND AND SIGNAL
- 17) Q-Nuclear, Biological, and Chemical (NBC) Defense.
  - a) SITUATION (see base order)
  - b) MISSION
  - c) EXECUTION
    - (1) Concept: Scheme of NBC defense operations to support the overall BSA operation.
    - (2) Task to subordinate units.
    - (3) Coordinating instructions.
      - (a) MOPP level guidance.
      - (b) Automatic masking criteria.
      - (c) Troop safety criteria.
      - (d) Decontamination site locations.
      - (e) Medical facilities and locations for treating chemical casualties.
      - (f) Turn in points for chemical/biological samples.
      - (g) List of civilian and military facilities whose destruction could create militarily significant NBC hazards.
      - (h) OEG guidance (if applicable).
      - (i) Procedures for limiting EMP effects.
  - d) SERVICE SUPPORT
  - e) COMMAND AND SIGNAL

18) R-Operations Security (OPSEC).

- a) SITUATION (see base order)
- b) MISSION
- c) EXECUTION
  - (1) Concept.
  - (2) Task to subordinate units.
  - (3) Coordinating instructions.

19) S-Support Operations.

- a) SITUATION (see base order)
- b) MISSION
- c) EXECUTION
  - (1) Concept of support.
    - (a) Supply. (Information by class of supply. Supply cycle [as appropriate], plan, and procedures by class of supply.)

1 CL I.

- a Ration cycle.
- b Feeding concept.

2 CL II & III(P).

- a Basic load.
- b Requisitioning procedures.

3 CL III bulk.

- a Basic load.

b Requisitioning procedures.

4 CL IV.

a Basic load.

b Requisitioning procedures.

5 CL V.

a Basic load.

b Requisitioning procedures.

c CSR/RSR.

d Location of ASPs.

6 CL VI.

7 CL VII.

a Command controlled items  
list.

b Requisitioning procedures.

8 CL VIII.

9 CL IX.

10 CL X.

(b) Transportation. (Land, sea, and air [as applicable]. Facility locations, traffic control, regulation measures, MSRs and ASRs, transportation critical shortages, and essential data not provided elsewhere.)

1 Road movement table.

2 Traffic circulation.

- (c) Services. (Construction. CEB and laundry. Mortuary affairs. Identification of services available; the designation and location of units providing services.)
  - 1 Locations of services provided.
  - 2 CEB.
  - 3 Laundry and renovation.
  - 4 Salvage.
  - 5 GRREG.
    - a Forward collection points.
    - b Recovery.
    - c Identification.
    - d Evacuation.
    - e Hasty burial.
- (d) Labor.
- (e) Maintenance. (Aircraft, ground vehicle and equipment, and watercraft maintenance. Priority of maintenance, location of facilities and collecting points, repair time limits at each level of maintenance, and evacuation procedures.)
  - 1 Maintenance collection points.
  - 2 Maintenance timelines.
  - 3 Maintenance priorities.
  - 4 Established control exchange procedures.

- (f) MEDEVAC and hospitalization.  
(Evacuation. Hospitalization. Plan for collection, medical treatment, MEDEVAC policy, and hospitalization of sick, injured, or wounded U.S. and joint forces soldiers, EPW, and civilians [as appropriate]. Requirements for CHS logistics, combat stress management, preventive medicine, dental services, and veterinary services.)

- 1 Location of medical assets.
- 2 Casualty collection points.
- 3 AXP.
- 4 MEDEVAC plan (ground and air) to include frequency and call signs for communicating with air ambulances.
- 5 Mass casualty plan.
- 6 Plan to treat chemically contaminated casualties.

- (g) Personnel. (Unit strength maintenance. Morale. Plans for unit strength maintenance, personnel management, morale development and maintenance, discipline, law and order, headquarters management, and religious support.)

- (h) Civil-military cooperation.

- (2) Task to subordinate units.

- (3) Coordinating instructions.

- d) SERVICE SUPPORT

- e) COMMAND AND SIGNAL

- f) APPENDICES:

- (1) Appendix 1- Service support matrix.
- (2) Appendix 2 - CSS overlay with critical information about:
  - (a) MSR/ASRs.
  - (b) Location (current and planned) for supply points.
    - 1 CL I/VI and water.
    - 2 CL II, III(P), IV, and VII.
    - 3 CL III bulk.
    - 4 CL V.
    - 5 CL VIII.
  - (c) Location (current and planned) for forward logistics elements (FLEs).
  - (d) Location of medical assets.
    - 1 Casualty collection points.
    - 2 AXP.
    - 3 BASs.
  - (e) Location of LRPs.
  - (f) Location of maintenance collection points.
  - (g) Location of heavy equipment transporter (HET) evacuation points.
  - (h) Location of provided services (laundry and bath etc.)
  - (i) Location of GRREG points.

(3) Appendix 3 - Traffic circulation and control.

Tab 1 Traffic circulation (overlay).

Tab 2 Road movement table.

(4) Appendix 6 - Religious support.

20) T-Personnel.

a) SITUATION (see base order)

b) MISSION

c) EXECUTION

(1) Concept.

(2) Task to subordinate units.

(3) Coordinating instructions.

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

i. DISTRIBUTION

**FSB - 4      REPORTS AND INFORMATION FROM SUBORDINATE UNITS**

a. Spot reports (SPOTREPs).

b. Commander's situation reports (SITREPs).

c. Intelligence reports.

d. Logistics reports.

e. Personnel reports.

f. Engineer reports.

g. Closing reports.



- h. Meaconing, intrusion, jamming and interference (MIJI) reports.
- i. R&S reports.
- j. EPW or captured materials reports.
- k. NBC reports.
- l. Other reports as specified in the TSOP or as needed.

## **KEY OUTPUTS**

### **FSB - 2      FSB WARNO**

- a. **HEADING**
  - 1) References. (Maps, charts, and other relevant documents.)
  - 2) Time zone used throughout the order.
  - 3) Task organization.
- b. **SITUATION**
  - 1) Enemy forces. (Include significant changes of information.)
  - 2) Friendly forces.
    - a) DISCOM and brigade missions.
    - b) DISCOM and brigade commander's intents.
    - c) DISCOM and brigade concepts of operations.
    - d) Missions of units to the immediate left and right of the brigade.
    - e) Missions of other units with a significant bearing on the FSB.
  - 3) Attachments and detachments.
- c. **MISSION of the FSB**

d. EXECUTION

Intent of the FSB commander (if available).

- 1) Concept of operation (when available).
- 2) Tasks to subordinate units.
  - a) Tasks to units for execution.
    - (1) Company A.
    - (2) Company B.
    - (3) Company C.
  - b) Movement to be initiated (time).
  - c) Reconnaissance to be initiated (time).
  - b) Security to be in place (time).
- 3) Tasks to BSA tenant units (when available).
- 4) Coordinating instructions.
  - a) CCIR.
  - b) Risk guidance.
  - c) Deception guidance.
  - d) Timeline.
  - e) Guidance on orders and rehearsals.
  - g) Orders group meeting (attendees, location, and time) (when applicable).
  - h) Earliest time of movement and degree of notice.

e. SERVICE SUPPORT

- 1) Special equipment. (Identification of requirements and coordinating instructions for transfer to using units.)
  - 2) Transportation. (Identification of requirements and coordinating instructions for pre-positioning of assets.)
- f. COMMAND AND SIGNAL
- 1) Command. (Chain of command if different from FSB SOP.)
  - 2) Signal. (Identification of current SOI and prepositioning of assets to support the operation.)
- g. ACKNOWLEDGE (Statement directing acknowledgment of receipt and understanding.)

**FSB - 5 FRAGO (REFLECTS CHANGES TO OPORD/DST/  
SYNCHRONIZATION MATRIX)**

- a. HEADING
- b. SITUATION
- 1) Enemy forces.
    - a) Description of the enemy to include level I threat in brigade rear area.
    - b) Enemy most probable COA.
    - c) Enemy COA most dangerous (to the FSB).
  - 2) Friendly forces.
    - a) Brigade mission.
    - b) Brigade commander's intent.
    - c) Brigade concept of operation.
    - d) DISCOM mission.
    - e) DISCOM commander's intent.

- f) DISCOM concept of operation.
- g) FSB mission.
- h) FSB commander's intent.
- i) FSB concept of operation.
- j) Missions of units to the immediate left and right of the FSB.
- k) Missions of other units with a significant bearing on the ability of the FSB to accomplish its mission.

3) Attachments and detachments.

c. MISSION

d. EXECUTION

Intent of the FSB commander.

1) Concept of operation.

a) Maneuver.

b) Fire support.

(1) Main effort.

(2) Priority of fires.

c) Mobility and survivability.

(1) Priority of support.

(2) Priority of mobility and survivability aspects as appropriate for GS units.

(3) Designation of authority to emplace obstacles.

d) Air defense.

(1) Priorities for air defense.

- (2) AD weapons status.
    - (3) AD warning status.
  - e) C2W.
  - f) CSS.
    - (1) Material and services.
      - (a) Supply.
      - (b) Transportation.
      - (c) Services.
      - (d) Labor.
      - (e) Maintenance.
    - (2) Medical.
    - (3) Personnel.
    - (4) CMO.
- 2) Tasks to subordinate units.
- 3) Tasks to combat support units.
  - a) Fires.
    - (1) Air support.
    - (2) Field artillery support.
    - (3) Fire support coordinating instructions.
  - b) Mobility and countermobility.
    - (1) Engineer (and engineer overlay).
    - (2) NBC operations.

- c) Air defense.
  - (1) Organization for combat.
  - (2) Missions.
  - (3) Priorities for protection.
- d) C2W.
  - (1) Functional and support roles of attached MI units.
  - (2) Deception.
  - (3) EW.
  - (4) Psychological warfare.
- 4) Coordinating instructions.
  - a) Time or condition when the FSB FRAGO becomes effective.
  - b) CCIR - Changes from existing FSB order.
    - (1) PIR (if not addressed in changes to Annex B [Intelligence]).
    - (2) EEFI (if not addressed in changes to Annex B [Intelligence]).
    - (3) FFIR (if not addressed in changes to Annex B [Intelligence]).
  - c) Risk reduction control measures that have changed.
  - d) ROE changes.
  - e) Environmental considerations changes.
  - f) Any other coordinating instructions that changed from the existing FSB order or additional instructions.
- e. SERVICE SUPPORT

- 1) Support concept.
  - a) Synopsis of the FSB mission.
  - b) FSB headquarters and/or BSA locations.
  - c) The FSB support priorities.
  - d) The brigade commander's priorities of support.
  - e) Significant and/or unusual CSS issues that might impact the overall brigade operation.
  - f) Any significant CSS risks.
  - g) Support requirements in the functional areas of manning, arming, fueling, fixing, and moving.
- 2) Material and services.
- 3) MEDEVAC and hospitalization.
- 4) Personnel.
- 5) Civil-military cooperation.
- 6) Miscellaneous.

f. COMMAND AND SIGNAL

- 1) Command.
  - a) Map coordinates for BSA CP locations.
  - b) Chain of command if different from FSB SOP.
- 2) Signal.
  - a) Signal instructions.
  - b) Identify current SOI.
  - c) Required FSB reports, formats, and times due.

- g. ACKNOWLEDGE
- h. ANNEXES
- i. DISTRIBUTION

**FSB - 6**

**GUIDANCE AND INFORMATION FROM FORWARD SUPPORT  
BATTALION COMMANDER AND STAFF**

- a. FSB commander's oral or written guidance and reports.
- b. Operations reports.
- c. Personnel reports.
- d. Intelligence reports.
- e. Logistics report.
- f. Reports as required.
- g. NBC reports.
- h. Other reports of planning or critical combat information of interest to subordinate, higher, and adjacent units.



## **TASK LIST SUMMARY**

This component provides a summary of the first level of tasks on the task list

1. **Forward support battalion command post manages and maintains command, control, and communications.**
2. **Forward support battalion command posts acquire and communicate information and maintain status.**
3. **The forward support battalion commander visualizes the battlefield.**
4. **The forward support battalion commander directs changes to the operation or plan.**
5. **The forward support battalion commander directs and leads subordinate forces.**

## TASK LIST

The purpose of this component is to identify, organize, and list in logical sequence all of the tasks and subtasks necessary to perform this function. Normally, the primary participants responsible for performing the task are identified. The tasks were extracted from the appropriate doctrinal publications and sources. The specific sources of reference for each task and subtask are shown in brackets [ ] following the task.

In many instances, the wording of the task has been changed from the text found in the Army Training and Evaluation Program - Mission Training Plan (ARTEP-MTP) or Field Manual (FM) to add clarity, context, or meaning. The references allow the user to refer to the original source material for further detail and context, if desired.

For tasks selected from an ARTEP-MTP, the task number has been expanded with a slash (/) to identify the subtask and standard reflected in the ARTEP-MTP task. To illustrate: a task referenced as [ARTEP 71-3-MTP, 71-3-4001/4c] was derived from ARTEP 71-3-MTP, the Mission Training Plan for the Heavy Brigade Command Group and Staff, and identifies the brigade S4 section task "71-3-4001, Conduct Logistical Planning," subtask "4," "Prepares plans and orders," standard or sub-element "c."

For tasks derived from an FM, the FM number and page number have been provided as a reference. For example, the reference for a task, "The brigade commander demonstrates understanding of mission and higher commander's intent during confirmation briefing to the division commander" would be [FM 101-5, p. 1-9].

Some tasks and subtasks needed to define the function are not contained in ARTEP-MTPs, nor can they be derived from FMs. Tasks and subtasks were identified to fill such gaps and were developed during coordination visits with various TRADOC schools, Forces Command (FORSCOM) units and Combat Training Center (CTCs). These tasks are listed as field notes [FN] and are annotated with their source. For example, tasks identified by CSS Observer-Controllers (OCs) at the National Training Center (NTC) would be referenced as [FN-NTC CSS OCs]. Still other tasks and subtasks were identified based on review of newsletters and other documents published by the Center for Army Lessons Learned (CALL) which capture lessons learned from Army units relevant to doctrine, tactics, techniques, and procedures (DTTP). Tasks derived from CALL publications are referenced as Lessons Learned [LL] with the appropriate document and page number provided. For example, a task extracted from CALL Newsletter 95-6, "National Training Center's 'Fighting with Fires'" is referenced as [LL-CALL Newsletter 95-6, p. 16].

In some cases, the analysis of the BF resulted in the identification of tasks for which no doctrinal references could be determined. Such tasks were selected based on author experience and a careful study of relevant doctrine. These tasks are referenced as author notes [AN].

Full references for all the source material are listed in the reference section.

1. **Forward support battalion command post manages and maintains command, control, and communications.** [FM 101-5, Chap 6, pp. 3-84, 6-2, 6-8, 6-11, 6-33, 6-34, 7-19, C-2, appendix (App) A and B; FM 63-20, Chap 3, pp. 4-19, 4-25, 5-2, 5-7, 5-8, 5-9, 6-2 and 6-5; ARTEP 63-005-MTP, Tasks 63-1-1037, 1038, 1041, 1045 and 1050; Battle Command, Techniques and Procedures]
  - a. FSB CP manages means of command, control, and communications (C3). [FM 101-5, Chap 6, App B and L]
    - 1) The FSB commander appoints an "information manager" from the staff to: [FM 101-5, Chap 6 and AN]
      - a) Facilitate the flow of information and the communication of information from staff members and subordinate units.
      - b) Outline and monitor the performance and responsibilities of the staff in processing mission information, preparation status, and the FSB commander's information requirements.
    - 2) The FSB XO manages the flow of information in the FSB CP and establishes a system to keep the FSB commander informed about what he needs to know without distracting him with information he doesn't require. [FM 101-5, p. 6-2, 6-11, 6-34]
      - a) Routine information is communicated to the FSB commander by the FSB staff. [FM 101-5, p. C-2]
      - b) The FSB XO, as the FSB second in command, directs the CP operations and controls actions the FSB commander cannot. [FM 63-20, p. 6-2]
      - c) The FSB XO supervises the FSB staff to ensure: [ARTEP 63-005-MTP, Task 63-1-1045]
        - (1) Implementation of FSB's directives in staff planning and policy making. [ARTEP 63-005-MTP, Task 63-1-1045]
        - (2) Formulation of FSB staff operating policies. [ARTEP 63-005-MTP, Task 63-1-1045]
        - (3) All FSB staff actions are monitored for conformity to the FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1045]

- (4) Coordination of the assigned mission with subordinate FSB commanders. [ARTEP 63-005-MTP, Task 63-1-1045]
  - (5) The FSB logistics operations center provides required support. [ARTEP 63-005-MTP, Task 63-1-1045]
- 3) The FSB commander or XO selects a "battle captain" (as designated by the TSOP) for each shift to:
  - a) Manage the operations of the FSB CP and the operations section.
    - (1) Coordinate and integrate staff activities.
    - (2) Initiate staff action as directed by the FSB commander and XO.
    - (3) Ensure that all critical information concerning the FSB situation, on-going actions, and future requirements is passed when shifts change.
  - b) Collect mission information from other staff members (internal and external) which impacts on the BSA defense plan and support plan.
  - c) Collect information on and initiate planning for future operations.
  - d) Identify critical information for the status update:
    - (1) Significant changes to friendly situation.
    - (2) Significant changes to the enemy situation.
    - (3) CCIR.
- 4) FSB staff meetings are conducted as directed by the FSB XO. [FM 63-20, p. 5-2]
  - a) Each staff officer disseminates information relevant to the entire staff.
  - b) Information is appraised for completeness and to determine information gaps which require additional staff work.
  - c) Staff planning is initiated as part of the an accelerated decision process.

- d) Information is passed to all BSA elements.
  - e) All elements in the BSA will send a representative to the meeting. [FM 63-20, p. 5-2]
- 5) FSB staff huddles are conducted as directed by the FSB XO when time doesn't permit staff meetings. [FM 63-20, p. 5-2]
  - a) Information is shared among staff members.
  - b) Information is passed to all BSA elements.
- 6) Each FSB staff officer identifies information requirements to enable him to coordinate FSB actions and plans, monitor the situation, and direct actions within his areas of responsibilities to: [FM 101-5, pp. 6-33 - 6-34]
  - a) Develop mutual support and to synchronize operations between the FSB and other BSA elements.
  - b) As required, modify FSB preparation activities.
  - c) Support the direction of relevant aspects of FSB preparations.
- 7) Each FSB staff officer ensures that his information requirements are known by the other staff officers. Information is used (as appropriate) to: [FM 101-5, p. 3-84, App A]
  - a) Transform pertinent information into usable data for decision-making. [ARTEP 63-005-MTP, Task 63-1-1045]
  - b) Coordinate information exchange within and with higher, adjacent, and subordinate units. [ARTEP 63-005-MTP, Task 63-1-1045]
  - c) Conduct operational briefings, as necessary. [ARTEP 63-005-MTP, Task 63-1-1045]
- 8) Each FSB staff officer collects information from the other FSB staff officers and provides information to them. [FM 101-5, p. 3-84]
- 9) FSB staff members perform external coordination and liaison to disseminate and collect information relevant to the FSB CCIR and IR and their own information requirements. Such coordination is performed with staff counterparts in higher headquarters, supporting, and supported units.

The FSB command section provides staff liaison. [ARTEP 63-005-MTP, Task 63-1-1045]

- a) Staff officers provide assistance to the supported brigade commander, if requested. [ARTEP 63-005-MTP, Task 63-1-1045]
  - b) Staff officers provide assistance in planning contingency operations, when required. [ARTEP 63-005-MTP, Task 63-1-1045]
- 10) Each FSB staff officer collects information to answer the FSB CCIR and adjusts information collection efforts to satisfy CCIR changes directed by the FSB commander. [FM 101-5, p. 6-8]
- b. FSB CP maintains communications (frequency modulated [FM] radio and multi-channel, wire, messenger) with subordinate units, BSA elements, and supporting and higher headquarters. [FM 63-20, p. 5-2]
- 1) The FSB S2/3 section coordinates for the positioning of communications with the brigade signal element supporting the BSA. [FM 63-20, p. 4-25]
    - a) Remote antennas are located at least one kilometer away from FSB CPs.
    - b) Directional antennas are constructed and used.
    - c) Terrain features, such as hills, vegetation, and buildings, are used to mask transmissions.
    - d) Transmitters are dispersed.
  - 2) The FSB S2/3 section maintains communications systems for the FSB CP. [ARTEP 63-005-MTP, Task 63-1-1037]
    - a) Monitors all radio networks in order of priority as specified in the FSB OPORD and the TSOP. [ARTEP 63-005-MTP, Task 63-1-1037]
    - b) Operates the BSA net control station (NCS) in accordance with the TSOP, the OPORD and the signal operations instructions (SOI). [ARTEP 63-005-MTP, Task 63-1-1037]

- c) Develops an alternate communications plan to be implemented when established methods are disrupted or fail. [ARTEP 63-005-MTP, Task 63-1-1037]
- 3) The FSB communications section operates the NCS for the CP. [ARTEP 63-005-MTP, Task 63-1-1041]
- 4) The FSB S2/3 section ensures that FSB communications systems and links are operational and support the FSB commander, staff, and subordinate leaders. [FM 63-20, p. 6-5]
- 5) The FSB S2/3 section ensures the establishment of a medical operations net for long-range voice capability to tie division medical elements to the corps medical treatment and evacuation systems. [FM 63-20, p. 4-19]
- 6) FSB CP eavesdrops on brigade, DISCOM, and adjacent unit command and operations and intelligence (O&I) nets as sources of information.
- 7) The FSB CP positions prior to mission execution to exercise command and control (C2) during the transition to battle.
  - a) The FSB commander is able to observe the FSB as it transitions into support for the fight.
  - b) The FSB commander can assess the situation and respond to events.
    - (1) Reposition assets.
    - (2) Change tasks of elements.
    - (3) Change priorities.
  - c) Considerations for positioning the FSB CP: [FM 63-20, pp. 5-7 - 5-9]
    - (1) Position the FSB CP near the center of the BSA perimeter for C2 and security reasons.
    - (2) Position the Bn TF field trains forward in the BSA near routes between supply points and combat trains.

- (3) Ensure that the Bn TF field trains and other units locate their CPs near the rear of their bases, closer to the CP to enhance communications and protection of C2 facilities.
- (4) Supply points are accessible to customers' resupply vehicles and helicopters.
- (5) CL III points are positioned away from other supplies to prevent contamination.
- (6) Locate the ATP a minimum of 180 meters from other supplies and 620 meters from the nearest inhabited tent, and, position the ATP adjacent to the maintenance company site to allow the maintenance company, which has the most self-defense assets in the FSB, to provide protection for the austere staffed ATP. The ATP should also be near, but off, the MSR so that the large numbers of corps trailers bringing ammunition into the area do not clog up the MSR and the BSA. [FM 63-20, p. 5-7]
- (7) Position GRREG and salvage points near the MSR, possibly near the ATP, to maximize back haul missions of vehicles used for ammunition supply.
- (8) Locate the CL I point near the water point whenever water sources allow.
- (9) Locate the clearing station away from likely target areas (e.g., the ATP, CL III point, bridges, road junctions) but near evacuation routes and an open area for landing air ambulances.
- (10) Position maintenance sites to be accessible to customers, including recovery/evacuation vehicles.
- (11) Site maintenance shops, along with parking and equipment holding sites on firm ground.
- (12) Position the signal platoon and MP platoon headquarters near the FSB CP to enhance support and security.
- (13) Position units with the heaviest fire power, such as the maintenance company, along the most threatening avenues of approach.



- 8) The FSB CP positions to maintain communication and facilitate coordination. [FM 63-20, Chap 3]
  - a) The FSB S2/3 section facilitates control and coordination for the FSB commander through communication with adjacent and supporting elements. [FM 63-20, p. 6-5]
  - b) The FSB S2/3 section passes processed information and keeps the FSB commander updated on new information through concise, consolidated updates by eavesdropping on:
    - (1) Brigade and DISCOM command and O&I nets.
    - (2) The FSB and brigade administrative/logistics (A/L) net.
    - (3) Subordinate unit command nets.
  - c) Acts as NCS for the command net. [FM 63-20, p. 6-5]
    - (1) Communicates to subordinates the FSB commander cannot reach.
    - (2) Disseminates critical new information quickly to the FSB commander, staff, and subordinate/supporting headquarters.
  - d) Establishes and maintains communications between the FSB and bases, base clusters, or other units in support of RACO. [FM 63-20, p. 6-5]
  - e) Manages communications networks in support of counter R&S operations in order to maintain reporting linkages for critical sources of information.
  - f) Operates and monitors communications nets. [FM 63-20, p. 6-5]
    - (1) The FSB command net.
    - (2) The brigade command net.
    - (3) The DISCOM command/operations net.
    - (4) The brigade A/L net.
    - (5) Rear operations communications net.

- g) The FSB staff is able to effectively collect, analyze, and pass critical information prior to mission execution.
  - (1) The FSB CP maintains voice communications with higher and subordinate units.
  - (2) The FSB CP receives and disseminates situation updates to allow a smooth transition from the preparation phase to mission execution.
- h) The FSB CP colocates with the brigade rear CP.
- 9) The FSB S2/3 section establishes the rear operations communications network. [ARTEP 63-005-MTP, Task 63-1-1050]
  - a) Maintains wire communications with all base cluster operations centers (BCOC) in the BSA. [ARTEP 63-005-MTP, Task 63-1-1050]
  - b) Establishes radio communications with the division rear command post operations center (RCPOC) and the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1050]
  - c) Develops an alternate communications plan which is implemented when established methods are disrupted or fail. [ARTEP 63-005-MTP, Task 63-1-1050]
- c. FSB CP protects friendly C2 while denying the enemy effective C2. [FM 101-5, pp. 7-1 - 7-2; Battle Command, Techniques and Procedures]
  - 1) FSB CP uses cover, concealment, and routes which reduce detection by the enemy.
  - 2) Local security is structured to provide early warning, provide perimeter protection, and a reaction force for immediate response.
  - 3) The FSB S2/3 section continuously monitors operations security (OPSEC) to enforce the OPSEC plan. [ARTEP 63-005-MTP, Task 63-1-1038]
    - a) Communications security measures are enforced to deny friendly information by telecommunications means. [ARTEP 63-005-MTP, Task 63-1-1038]

- b) Electronics security measures to protect electromagnetic transmissions from enemy identification or location are enforced. [ARTEP 63-005-MTP, Task 63-1-1038]
  - c) Control of electronic emissions is exercised to defeat enemy detection devices. [ARTEP 63-005-MTP, Task 63-1-1038]
  - d) Electronic counter countermeasures (ECCM) are enforced to ensure that the FSB's receipt and transmission of mission-essential information are not disrupted. [ARTEP 63-005-MTP, Task 63-1-1038]
  - e) Information security measures are used to prevent the compromise of classified and nonclassified information. [ARTEP 63-005-MTP, Task 63-1-1038]
  - f) Physical security measures are enforced to prevent espionage, sabotage, or theft at headquarters or support facilities. [ARTEP 63-005-MTP, Task 63-1-1038]
- 2. **Forward support battalion command posts acquire, evaluate, and communicate information and maintain status.** [TRADOC Pam 11-9, Chap 7 and App D; FM 101-5, Chaps 3, 4 and 6, pp. 1-11 - 1-17, 3-50, 5-11, 6-5, 6-7, 6-8, 6-9, 6-11, 6-16, C-4, App A, C and D; FM 63-20, Chaps 7, 8 and 9, pp. 1-5, 2-3, 2-8, 3-2, 3-3, 3-4, 3-5, 5-2, 5-5, 5-6, 5-7, 5-9, 5-10, 5-11, 5-12, 5-13, 5-14, 6-2, 6-3, 6-4, 6-5, 6-6, 6-7, 6-8, 6-9, 7-3, 7-10, 9-11 and B-3; ARTEP 63-005-MTP, Task 63-1-1012, 1022, 1037, 1042, 1050 and 1051]
  - a. The FSB commander and staff acquire information. [TRADOC Pam 11-9, Chap 7 and App D]
    - 1) The FSB commander receives and communicates information relative to FSB operations.
      - a) The FSB commander alone decides what information is critical to his decision making based on: [FM 101-5, Chap 6 and App C]
        - (1) His mission and intent.
        - (2) The brigade, DISCOM, and division commanders' intents.
        - (3) His experience.
      - b) The FSB commander changes CCIR based on: [FM 101-5, p. 6-9]

- (1) Prior decisions and requirements for new CCIR to accommodate the progress of the battle or the situation (e.g., changes in battle phasing).
  - (2) Changes to mission, enemy, terrain, troops, and time (METT-T) which alter the FSB commander's information requirements.
    - (a) The FSB commander's visualization of the current and the desired endstate.
    - (b) New guidance or missions from the brigade or the DISCOM commander.
  - c) The FSB staff and subordinate leaders use the CCIR to focus information gathering and immediately communicate mission-critical information and recommendations that the FSB commander needs to conduct his decision-making process (DMP). [FM 101-5, pp. 6-8, 6-11, 6-16 and C-4]
- 2) The FSB S2/3 section receives information:
  - a) The FSB S2/3 section identifies information requirements. [ARTEP 63-005-MTP, Task 63-1-1051]
    - (1) Identifies current information requirements. [ARTEP 63-005-MTP, Task 63-1-1051]
    - (2) Lists PIR. [ARTEP 63-005-MTP, Task 63-1-1051]
    - (3) Lists current intelligence holdings shortcomings. [ARTEP 63-005-MTP, Task 63-1-1051]
    - (4) Assembles required intelligence information. [ARTEP 63-005-MTP, Task 63-1-1051]
      - (a) Prepares the information collection plan. [ARTEP 63-005-MTP, Task 63-1-1051]
      - (b) Submits a request for additional support to the DISCOM SPO or the brigade S2. [ARTEP 63-005-MTP, Task 63-1-1051]

- (c) Revises the collection plan to reflect current needs. [ARTEP 63-005-MTP, Task 63-1-1051]
- (5) Identifies changes from the FSB commander to guidance and mission concept and his requirements for information determined during rehearsals and backbriefs. [FM 101-5, p. 6-9]
- (6) Collects intelligence summaries (INTSUMs) and SPOTREPs from the brigade or the DISCOM. [FM 63-20, pp. 5-5 and 5-6]
- (7) Identifies information not yet received from the brigade, the DISCOM, and adjacent units based on previously submitted information queries. [FM 63-20, pp. 5-5 and 5-6]
- (8) Collects information from debriefing patrols and other reconnaissance and surveillance (R&S) forces performing FSB directed information collection activities. [FM 63-20, p. 5-6]
- (9) Collects SPOTREPs relative to the enemy situation from FSB/BSA elements. [FM 63-20, p. 5-6]
- (10) Collects information on the current situation learned by eavesdropping on the brigade, DISCOM, and adjacent unit command and O&I nets.
- (11) Collects reports from BSA R&S elements. [FM 63-20, pp. 5-5 - 5-6]
- (12) Collects updates from the brigade and the DISCOM S2 on enemy activity. [FM 63-20, pp. 5-5 - 5-6]
- 3) The FSB S2/3, assistant S2/3 "battle captain," and operations section receive significant changes to combat power and mission preparation.
  - a) Direction from the FSB commander. [FM 63-20, p. 5-2]
    - (1) Changes to mission concept.
    - (2) Requirements for information determined during rehearsals and backbriefs.

- (3) Other guidance and directives.
- b) New guidance and directives from the brigade S3 and the DISCOM SPO section (e.g., WARNOs, FRAGOs). [FM 63-20, pp. 3-2 - 3-3]
- c) Situation updates from the brigade S3 and the DISCOM SPO (e.g., situation reports).
  - (1) Changes to the brigade and the DISCOM OPSEC posture which necessitate changes to the FSB OPSEC posture. [FM 63-20, pp. 3-2 - 3-3]
  - (2) Changes to the enemy situation (e.g., enemy reconnaissance activity, electronic warfare activity). [FM 63-20, p. 5-5]
- d) Changes to the FSB companies', subordinate units', and supported units' plans. [FM 63-20, pp. 3-4 - 3-5]
- e) Reports from subordinate BSA units (e.g., FSB companies, MP elements, R&S forces, security elements, other BSA elements): [FM 63-20, p. 5-6]
  - (1) Enemy contact. [FM 63-20, p. 5-5]
  - (2) Results of local security operations. [FM 63-20, p. 5-6]
    - (a) Security patrols.
    - (b) LPs and OPs.
  - (3) Direct fire plans, sector sketches, and other products as directed by the FSB TSOP and the FSB commander. [FM 63-20, p. 5-12 - 5-14]
- f) Updates from the FSB S1/S4 (e.g., operational information) and the support operations section (e.g., information pertaining to support of the brigade). [FM 63-20, p. 6-8]
  - (1) Personnel and unit status.
  - (2) Vehicle and equipment status.

- (3) The status of all classes of supply.
- (4) The status of direct support (DS) mission support.
- g) Updates to the FSB S2/3 about the FSB/BSA communications links and systems. [FM 63-20, p. 6-5]
- 4) The FSB S2/3 section, in coordination with the brigade S3 and the brigade FSO, receives significant changes to the fire support plan and supporting documents. [FM 63-20, p. 5-9]
  - a) Changes from the FSB commander to guidance, concept of operations, and requirements for fire support information. [FM 101-5, p. 6-7]
  - b) Information which confirms or refutes estimate of fire support requirements. [FM 63-20, pp. 5-11 and 6-5]
  - c) Fire support plans and changes from base clusters in terms of projected target locations, types of targets, and timelines. [FM 63-20, p. 5-11]
  - d) Updates on the positioning and preparation status of observers. [FM 63-20, p. 5-11]
  - e) Target lists to support BSA defense/RACO from the brigade FSO.
  - f) The status and availability of fire support assets designated to provide fire support.
- 5) The FSB support operations officer receives information pertaining to support of the brigade efforts on M/CM/S. [FM 101-5, p. 3-50]
  - a) Modified combined obstacle overlay (MCOO), M/CM/S plans, expected engineer assets, and a timeline for the BSA from the assistant brigade engineer (ABE).
  - b) Changes from the FSB commander to guidance and mission concept and requirements for information. [FM 63-20, p. 6-2]
  - c) Reports from the brigade engineer on use and employment of engineer systems and the status of equipment.

- d) Countermobility status.
  - (1) Obstacle/barrier construction starting and completion times.
  - (2) The status of delivery of CL IV and V materials from the DSA/corps support area (CSA).
  - (3) Updates on adherence to obstacle preparation timelines.
  - (4) Link-up points and times for delivery of CL IV and V materials to brigade engineers and/or Bn TFs.
- e) Survivability status.
  - (1) Position construction starting and completion times from engineers and subordinate units.
  - (2) Updates on adherence to survivability position construction timelines.
  - (3) The status on delivery of survivability materials from the DSA/CSA.
- f) Mobility status.
  - (1) Updates on availability of engineer materials.
  - (2) Updates on availability of engineer systems.
- 6) The FSB S2/3 receives significant changes to the FSB and enemy NBC status. [FM 63-20, p. 6-5]
  - a) Changes from the FSB commander to guidance, mission concept, and requirements for information. [FM 63-20, p. 6-2]
  - b) NBC warning and reporting system (NBCWRS) updates. [FM 63-20, p. 6-5]
  - c) Status and location updates for NBC equipment and supplies from subordinate units and the FSB S4. [FM 63-20, p. B-1]
  - d) The status and location updates of decontamination assets from the FSB S4 and decontamination unit leaders. [FM 63-20, p. B-3]



- e) NBC monitoring and surveillance reports from subordinate units. [FM 63-20, p. 6-5]
  - f) The brigade vulnerability analysis. [FM 63-20, p. B-1]
- 7) The FSB S2/3 section and the BSA AD element receive significant changes to FSB status and information about enemy air capabilities. [FM 63-20, pp. 5-9 - 5-10]
- a) Changes from the FSB commander to guidance, mission concept, and requirements for information. [FM 63-20, p. 6-2]
  - b) Disposition of ADA assets from the subordinate AD elements.
  - c) ADA weapons systems and ammunition status from supporting ADA elements.
  - d) Intelligence information from the brigade ADALO.
  - e) Information from the FSB S2/3 and intelligence section which confirms or refutes the estimate of ADA requirements.
  - f) Weapons control status from the area AD commander.
  - g) AD warning system updates from the brigade ADALO.
  - h) Changes in positions of FSB assets to be defended.
  - i) Changes to the FSB companies' and subordinate units' plans in terms of projected locations, routes, and timelines.
- 8) The FSB S2/3 receives significant changes to FSB communications capabilities. [FM 63-20, p. 6-5]
- a) Changes from the FSB commander to guidance, mission concept, and requirements for information. [FM 63-20, p. 6-2]
  - b) The status of communications links from FSB CPs to brigade and DISCOM CPs from the FSB communications section. [FM 63-20, p. 6-5]
  - c) The disposition and status of communications assets from the brigade signal officer (Bde SO) DISCOM CESO, and the signal battalion S3. [FM 63-20, p. 6-5]

- d) Updates from subordinate units on communications status.
    - (1) The status of communications links from FSB/BSA CPs.
    - (2) Equipment (secure and non-secure).
    - (3) SOI.
    - (4) Availability of subordinate unit communications personnel.
  - e) Intelligence information from the brigade and the DISCOM SOP. [FM 101-5, App A]
  - f) Information from the FSB XO about changes to proposed FSB CP locations and projected timelines.
- 9) FSB staff officers (S1, S2/3, S4, support operations officer, battalion maintenance officer, and chaplain) receive changes to CSS status.
- a) Guidance from the FSB commander relevant to mission concept and requirements for information. [FM 63-20, p. 6-2]
  - b) Information from MPs, R&S elements, Army aviation, and other FSB/BSA units directed to support FSB RACO. [FM 63-20, pp. 5-5 - 5-6]
  - c) The status of CSS elements operating in the BSA. [FM 63-20, p. 6-6]
  - d) The status from the Bn TFs' field trains CPs on: [FM 63-20, p. 6-6]
    - (1) Requirements for reconstitution of basic loads.
    - (2) Stock piling of classes of supplies to support emergency resupply and the mission.
  - e) Medical, maintenance, transportation, and supply updates from the FSB support operations section and the brigade S4. [FM 63-20, pp. 6-5 - 6-7]
  - f) The status of transportation assets and compliance with movement schedules. [FM 63-20, pp. 6-6 - 6-7]

- g) EPW processing and evacuation information from subordinate units and brigade MPs. [FM 63-20, p. 5-10]
- h) Updates from the FSB supply company commander: [FM 63-20, Chap 7]
  - (1) Positioning and status of LRPs and resupply assets.
  - (2) The status of CL III supplies, 5,000 gallon tankers, and tractors.
  - (3) The status of ATPs and CL V supplies.
  - (4) The status of CL IV & V barrier supplies.
  - (5) The status of all other supplies.
- i) Updates from the FSB maintenance company commander: [FM 63-20, Chap 8]
  - (1) Positioning and status of maintenance support teams (MST).
  - (2) The status of DS jobs involving the brigade commander's maintenance priorities.
  - (3) The status of CL IX supplies.
- j) Updates from the medical company commander: [FM 63-20, Chap 9]
  - (1) Positioning and readiness of medical assets.
    - (a) Forward aid station.
    - (b) Main aid station.
    - (c) Ambulances and AXPs.
    - (d) Patient decontamination sites.
  - (2) The status of the capability to receive casualties.

- (3) Reports on casualty tracking.
- k) Updates from the FSB battalion maintenance officer (BMO) and the support operations section. [FM 63-20, pp. 6-6 - 6-7]
  - (1) The status and positioning of maintenance assets.
    - (a) Maintenance elements.
    - (b) Recovery assets.
    - (c) HETs for equipment transfer.
  - (2) Capability to recover and perform maintenance on FSB and supported units vehicles and equipment.
- 10) FSB company commanders and other subordinate leaders (including security and R&S forces) send reports to the FSB commander, FSB CPs, and adjacent units (reporting according to the FSB TSOP). [FM 63-20, pp. 5-12 - 5-14]
  - a) Progress of mission preparation and compliance with FSB timelines.
  - b) Fire support preparedness. [FM 63-20, p. 5-13]
    - (1) Are targets identified and assigned target numbers?
    - (2) Are targets observed and are observers trained in calling for and adjusting fires?
    - (3) Do observers have necessary communications equipment?
  - c) Actions taken to detect, destroy, and repel enemy elements entering the BSA sector. [FM 63-20, p. 5-13]
  - d) Results of internal rehearsals, including modifications to subordinate unit plans. [FM 63-20, p. 5-11]
  - e) Local security operations. [FM 63-20, p. 5-13]
    - (1) Patrols.
    - (2) LPs and OPs.

- (3) Reaction forces.
  - f) FSB company commanders and subordinate unit leaders, to include TF field trains elements, coordinate with the FSB S2/3 and the FSB staff to deconflict terrain requirements and projected locations for units and systems operating in their areas. [FM 63-20, pp. 5-11 and 5-13]
- 11) The FSB support operations officer coordinates with the brigade S3 and the brigade S4 to acquire information pertaining to requirements to conduct ROM operations:
  - a) Number of routes of march on which to conduct ROM operations.
  - b) Rate of march (kilometers per hour).
  - c) March unit interval.
  - d) Serial interval.
  - e) Number of vehicles per march unit.
  - f) Number of ROM sites along each route of march.
  - g) Number of refuel points at each ROM site.
  - h) Amount of fuel (in terms of minutes of fuel flow) which will be allowed for each vehicle at each ROM site.
  - i) Estimated amount of fuel required at each ROM site.
  - j) Anticipated MP assistance at the ROM sites.
  - k) Anticipated AD coverage required at each ROM site.
  - l) Anticipated communications requirements at each ROM site.
  - m) Anticipated maintenance and recovery requirements at each ROM site.
  - n) Priority of vehicles to be refueled.
- 12) The FSB CSM advises the FSB commander on:

- a) Matters pertaining to the enlisted personnel in the FSB.
  - b) Observations of units' preparations.
  - c) Observations of the CSS system.
  - d) Other duties as assigned.
- b. The FSB commander and staff evaluate information.
- 1) The FSB staff analyzes the best means of gathering information to satisfy the commander's:
    - a) CCIR.
    - b) PIR.
    - c) Essential elements of friendly information (EEFI).
    - d) Friendly forces information requirements (FFIR).
  - 2) Battlefield indicators of enemy activities are evaluated by the FSB S2/3 section to determine enemy intentions. [FM 101-5, p. 6-7]
  - 3) The FSB S2/3 section analyzes information: [FM 101-5, p. 6-9, FM 63-20, pp. 5-5 - 5-6]
    - a) The FSB S2/3 section maintains status on NBC weapons usage or activity as prelude to offensive operations.
    - b) The FSB S2/3 section verifies reports for pertinency, reliability, and accuracy. [ARTEP 63-005-MTP, Task 63-1-1051]
    - c) The FSB S2/3 section inspects weather reports for data that could have significant effects on the BSA security. [ARTEP 63-005-MTP, Task 63-1-1037]
    - d) The FSB S2/3 section identifies significant effects of weather. [ARTEP 63-005-MTP, Task 63-1-1051]
    - e) The FSB S2/3 section inspects intelligence summaries and reports for pertinency to BSA operations and security. [ARTEP 63-005-MTP, Task 63-1-1037]

- 4) The FSB S2/3, assistant S2/3 "battle captain," and operations section evaluate changes to defensive capability and mission preparation.
  - a) Impact of information which confirms or refutes intelligence preparation of the battlefield (IPB) information relative to achieving the FSB commander's intent. [FM 63-20, p. 6-2]
  - b) Guidance, direction, and information comparing desired FSB endstates with what is possible based on the current FSB situation, trends, and the FSB defense and support plan. [FM 63-20, pp. 5-9 - 5-14]
    - (1) Defensive positions.
    - (2) Fire support.
    - (3) Engineer support.
    - (4) CSS.
    - (5) Security measures.
    - (6) Other.
  - c) Impact of changes to the FSB plans on subordinate units and supported units' plans. Capability to correct all identified base defense weaknesses in coordination with base commanders. [ARTEP 63-005-MTP, Task 63-1-1050]
- 5) The FSB S2/3 section, in coordination with the brigade S3 and the brigade FSO, evaluates changes to the fire support plan and supporting documents. [FM 63-20, p. 5-9]
- 6) The FSB S2/3 and the support operations officer evaluate information pertaining to the BSA and brigade M/CM/S efforts: [FM 101-5, p. 3-50]
  - a) The FSB S2/3 section coordinates M/CM/S support. [FM 63-20, p. 5-10]
  - b) The FSB support operations officer evaluates information pertaining to support of the brigade engineer's M/CM/S efforts. [FM 101-5, p. 3-50]

- (1) Guidance, direction, and information comparing brigade and task force commanders' desired endstates with what is possible based on current situation, trends, and engineer plan.
  - (2) Actual progress on engineer tasks in the Bn TFs' areas compared to timelines and required endstates.
  - (3) The FSB's operational stockage levels based on review of combat service support control system (CSSCS) reports to ensure that assets exceed requirements. [ARTEP 63-005-MTP, Task 63-1-1022]
  - (4) In coordination with the DISCOM MCO, the support operations officer monitors the transportation movement system to ensure that required supplies and equipment arrive in the BSA in time for the FSB to provide support to the brigade in a timely manner. [ARTEP 63-005-MTP, Task 63-1-1022]
- 7) The FSB S2/3 section evaluates changes to the FSB, enemy NBC status, and transmits information. [FM 63-20, p. 6-5]
  - a) Identifies established policies and procedures located in the TSOP. [ARTEP 63-005-MTP, Task 63-1-1012]
  - b) Identifies NBC threat capabilities and recommended countermeasures by reviewing the supported brigade's NBC vulnerability analysis. [ARTEP 63-005-MTP, Task 63-1-1012]
  - c) Identifies potential targets in the brigade rear for enemy nuclear and chemical weapons. [ARTEP 63-005-MTP, Task 63-1-1012]
- 8) The FSB S2/3 section analyzes information concerning enemy air capabilities. [FM 63-20, p. 5-9]
- 9) The FSB S2/3 section analyzes significant changes to the FSB communications capabilities. [FM 63-20, p. 6-5]
- 10) The FSB S1 evaluates changes to CSS plans and transmits logistical information.
  - a) The FSB S1 section performs strength accounting. [ARTEP 63-005-MTP, Task 63-1-1042]



- (1) Consolidates subordinate elements' strength reports. [ARTEP 63-005-MTP, Task 63-1-1042]
  - (2) Cross-checks casualty witness statements, medical aid stations, and MP straggler control point reports to confirm casualty and duty status of individuals. [ARTEP 63-005-MTP, Task 63-1-1042]
- b) The FSB S1 section inspects standard installation and division personnel system (SIDPERS) personnel transaction registers to resolve strength imbalances. [ARTEP 63-005-MTP, Task 63-1-1042]
- c) The FSB S1 section monitors implementation of the medical support plan to ensure that adequate medical support is provided to all subordinate elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1042]
- d) The FSB S1 section coordinates schedules, locations and capabilities of internal medical support with the supporting medical element. [ARTEP 63-005-MTP, Task 63-1-1042]
- e) The FSB S1 section monitors implementation of the battle stress management plan to ensure that adequate medical support is provided to subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1042]
- 11) The FSB S4 section evaluates changes to CSS plans pertaining to internal FSB maintenance, transportation, and supply requirements. [AN]
- 12) The FSB support operations section evaluates changes to medical, maintenance, transportation, and supply requirements of the supported brigade. [AN]
- 13) The FSB support operations officer evaluates external support requirements for conducting ROM operations:
  - a) Number of ROM sites along each route of march.
  - b) Number of refuel points at each ROM site.
  - c) Amount of fuel (in terms of minutes of fuel flow) which will be allowed for each vehicle at each ROM site.

- d) Anticipated MP assistance at the ROM sites.
  - e) Anticipated AD coverage required at each ROM site.
  - f) Anticipated communications requirements at each ROM site.
  - g) Anticipated maintenance and recovery requirements at each ROM site.
- 14) The FSB staff analyzes reports received from subordinate units.
- c. The FSB commander and staff distribute information.
- 1) The FSB staff disseminates the FSB CCIR, PIR, EEFI, and FFIR to subordinate elements in the BSA.
    - a) Briefs MP patrol leaders and other R&S forces on collection tasks. [FM 63-20, p. 5-10]
    - b) Disseminates the current threat size and location to all subordinate elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1050]
    - c) Forwards all SPOTREPs to the division RCPOC and the brigade S2. [ARTEP 63-005-MTP, Task 63-1-1050]
  - 2) The FSB S2/3 section briefs the FSB commander and XO on the current tactical situation to include redeployment recommendations. [ARTEP 63-005-MTP, Task 63-1-1050]
  - 3) Subordinate elements immediately report CCIR and other critical information concerning ongoing and future missions along with recommendations to: [FM 101-5, p. 6-5 - 6-10]
    - a) The FSB commander.
    - b) The FSB S2/3.
    - c) The FSB XO.
    - d) The FSB support operations officer.
  - 4) The FSB S2/3 section reports the enemy's situation and evaluation of enemy capabilities and routine information to: [FM 63-20, p. 5-11]

- a) FSB companies.
  - b) The FSB staff (including responses to intelligence queries and IR from the staff to the FSB S2/3).
  - c) BSA tenant elements.
- 5) The FSB S2/3 section communicates information to the brigade and the DISCOM S2 and to BSA elements. [FM 63-20, pp. 3-2 - 3-5]
- 6) The FSB S2/3 section coordinates BSA pre-engagement preparation measures.
- a) The FSB S2/3 section plots location(s) of threat force on the situation map(s) as SPOTREPs are received. [ARTEP 63-005-MTP, Task 63-1-1050]
  - b) The FSB S2/3 section reports threat NBC activities to the division RCPOC and the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1050]
  - c) The FSB S2/3 section coordinates with FSB/BSA units to deconflict terrain requirements and projected locations for R&S forces. [ARTEP 63-005-MTP, Task 63-1-1050]
  - d) The FSB S2/3 provides input to the FSB commander and XO on positioning newly arriving units in the BSA. [ARTEP 63-005-MTP, Task 63-1-1050]
  - e) The FSB S2/3 section disseminates intelligence. [ARTEP 63-005-MTP, Task 63-1-1051]
  - f) The FSB S2/3 section prepares INTSUMs. [ARTEP 63-005-MTP, Task 63-1-1051]
  - g) The FSB S2/3 section disseminates INTSUMs to appropriate agencies and elements. [ARTEP 63-005-MTP, Task 63-1-1051]
  - h) The FSB S2/3 section disseminates intelligence and weather information. [ARTEP 63-005-MTP, Task 63-1-1037]

- i) The FSB S2/3 section forwards pertinent intelligence and weather information to all FSB units, and corps, and division elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1037]
- 7) The assistant FSB S2/3 "battle captain" and the operations section coordinate and disseminate operational information.
  - a) Report CCIR and other critical information concerning ongoing and future missions along with recommendations to:
    - (1) The FSB commander.
    - (2) The FSB S2/3.
    - (3) The FSB XO.
    - (4) The FSB support operations section.
  - b) Coordinate with the brigade main CP to gain assistance in determining effectiveness of the FSB OPSEC measures. [ARTEP 63-005-MTP, Task 63-1-1037]
  - c) Disseminate brigade countermeasure requirements to all FSB elements and corps/divisional elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1037]
- 8) The FSB S2/3 section disseminates changes to the BSA fire support plan to BSA elements.
- 9) The FSB S2/3 and the support operations officer coordinate and disseminate information pertaining to support of the BSA and the brigade engineer's M/CM/S efforts. [FM 101-5, p. 3-50]
  - a) Coordinate with the brigade engineer, the brigade S3, and the engineer battalion headquarters to exchange information.
  - b) Coordinate with the brigade engineer and the brigade S3 to deconflict requirements and projected locations for transfer of engineer materials.
  - c) Coordinate with the DISCOM and corps on configuration and delivery of barrier packages. [FM 63-20, pp. 7-3 and 7-10]

- 10) The FSB S2/3 section coordinates and disseminates changes to the FSB and enemy NBC status. [FM 63-20, p. 6-5]
  - a) The FSB S2/3 section reports the FSB NBC situation and analysis of CCIR, IR, and routine information to other FSB staff sections and external headquarters/staff officers. [FM 101-5, App A]
    - (1) The brigade CMLO.
    - (2) FSB/BSA subordinate commanders and leaders.
    - (3) Supporting NBC units (e.g., decontamination, reconnaissance).
    - (4) FSB staff officers who need the information.
  - b) The FSB S2/3 section coordinates NBC defense activities. [ARTEP 63-005-MTP, Task 63-1-1037]
    - (1) Disseminates brigade NBC data that pertains to BSA operations to all elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1037]
    - (2) Supervises BSA NBC defense preparations as directed by the brigade S3 or S4. [ARTEP 63-005-MTP, Task 63-1-1037]
- 11) The FSB S2/3 section coordinates with the FSB/BSA units to deconflict terrain requirements and projected locations for: [FM 101-5, Chap 3]
  - a) FSB units.
  - b) Brigade, DISCOM, and corps CSS units.
  - c) Division and higher combat support (CS) units.
  - d) The brigade and the DISCOM retransmission.
  - e) Division and higher signal units and systems.
- 12) The FSB S2/3 section and BSA ADA element disseminate changes to enemy air capabilities. [FM 63-20, pp. 5-9 and 5-10]

- a) Report the FSB ADA situation and analysis of CCIR, IR and routine information to other FSB staff sections and external headquarters staff officers.
    - (1) The brigade ADALO.
    - (2) FSB/BSA subordinate commanders and leaders.
    - (3) FSB staff officers who need the information.
  - b) Provide information to the FSB S2/3 section to support the FSB IPB.
- 13) FSB staff officers (S1, S4, S2/3, support operations officer) disseminate logistical information.
- a) The FSB S1 section:
    - (1) Prepares the personnel status report (PERSTATREP) in accordance with the TSOP. [ARTEP 63-005-MTP, Task 63-1-1042]
    - (2) Briefs the PERSTATREP to the FSB commander and staff. [ARTEP 63-005-MTP, Task 63-1-1042]
    - (3) Forwards the PERSTATREP-Part 1, personnel daily summary report, through command channels to the DISCOM S1. [ARTEP 63-005-MTP, Task 63-1-1042]
    - (4) Forwards the PERSTATREP-Part 2, personnel requirements report, through adjutant general channels to supporting servicing agency. [ARTEP 63-005-MTP, Task 63-1-1042]
    - (5) Prepares and processes wartime SIDPERS transactions in accordance with Department of the Army (DA) Pam 600-8-1. [ARTEP 63-005-MTP, Task 63-1-1042]
    - (6) Provides brigade and DISCOM S1 sections with required personnel and administrative information. [AN]
  - b) The FSB S4 section disseminates logistical information pertaining to internal maintenance, transportation, and supply support to FSB subordinate units. [AN]

- c) The FSB S2/3 section and the support operations section coordinate support for FSB elements operating in the combat trains area of supported units. [FM 63-20, p. 1-5]
- d) The FSB support operations section:
  - (1) Coordinates for aviation assets to fly critical CL IX parts forward to support units. [FM 63-20, p. 2-8]
  - (2) Coordinates redistribution of stocks and services to accommodate changing requirements and priorities. [ARTEP 63-005-MTP, Task 63-1-1022]
  - (3) Coordinates transportation for replacements to their assigned units with the subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1042]
  - (4) Provides brigade S4 with all required logistical information. [AN]
  - (5) Coordinates priority of maintenance effort in accordance with the supported brigade commander's priorities and guidance. [AN]
- 14) The FSB support operations officer disseminates external support requirements for conducting ROM operations:
  - a) Number of ROM sites along each route of march is passed to the DISCOM SPO.
  - b) Number of refuel points at each ROM site is passed to the DISCOM SPO.
  - c) Amount of fuel (in terms of minutes of fuel flow) which will be allowed for each vehicle at each ROM site is passed to the DISCOM SPO.
  - d) Anticipated MP assistance at the ROM sites is passed to the brigade S3 and S4.
  - e) Anticipated AD coverage required at each ROM site is passed to the brigade S3 and S4.

- f) Anticipated communications requirements at each ROM site are passed to the brigade S3 and S4.
  - g) Anticipated maintenance and recovery requirements at each ROM site are passed to the DISCOM SPO.
- d. The FSB commander and staff maintain information and status. [FM 63-20, p. 3-11]
  - 1) The FSB S2/3 section performs tactical support area duties related to information management which facilitate FSB internal operations. [ARTEP 63-005-MTP, Task 63-1-1037]
    - a) Maintains current staff journal(s) which reflect significant developments. [ARTEP 63-005-MTP, Task 63-1-1037]
    - b) Maintains current situation(s) map(s) which depicts enemy and friendly locations that affect BSA and FSB operations (all entries are posted within 50 meters of actual locations). [ARTEP 63-005-MTP, Task 63-1-1037]
    - c) Maintains section workbook(s) that contains incoming messages and reports under the appropriate heading and cross-references. [ARTEP 63-005-MTP, Task 63-1-1037]
    - d) Maintains current journal files that contain material necessary to support all daily staff journal entries. [ARTEP 63-005-MTP, Task 63-1-1037]
    - e) Maintains current NBC situation maps and overlays. [ARTEP 63-005-MTP, Task 63-1-1037]
  - 2) The FSB S2/3 section maintains a current operations and intelligence map.
    - a) Operations overlay (FSB, higher, and adjacent units).
    - b) Intelligence overlay.
    - c) Situation template overlay.
    - d) Event template.
    - e) MCOO.



- f) NBC overlay.
- g) CSS overlay.
- 3) The FSB S2/3 section maintains information.
  - a) Intelligence information from the brigade and the DISCOM.
  - b) Information on external units conducting R&S and security operations to prevent fratricide.
  - c) Dispositions and status of patrols and other R&S and security forces.
  - d) Status of BSA tenant elements' preparation activities to ensure compliance with stated mission timelines.
  - e) Current and projected defensive capability, status of subordinate units (e.g., green-amber-red).
  - f) Obstacle and survivability position construction and progress as compared to timelines.
  - g) Utilization of BSA engineer assets and materials as compared to timelines.
  - h) Decision support template (DST).
  - i) Plans map (with overlays for future operations).
  - j) Synchronization matrix.
  - k) Situation map with current friendly and enemy locations. [ARTEP 63-005-MTP, Task 63-1-1051]
- 4) The FSB S2/3 section maintains current IPB as products are disseminated by the division RCPOC and the brigade S2. [ARTEP 63-005-MTP, Task 63-1-1050]
- 5) The assistant FSB S2/3 "battle captain" and the FSB operations section update operational information and products.
  - a) DST.

- b) Synchronization matrix.
  - c) Operational graphics.
  - d) Updated operations estimates (may or may not be in written form).
  - e) FSB status boards and charts which track combat power and preparation status.
  - f) Timeline of FSB preparations for battle.
  - g) The FSB operations journal/log.
- 6) The FSB S2/3 section, in coordination with the brigade S3 and the brigade FSO, updates the fire support plan and supporting documents. [FM 63-20, p. 5-9]
- a) Updated fire support estimates (may or may not be in written form).
  - b) FSEM.
  - c) Target lists.
  - d) Fire support graphics.
  - e) Fire support coordinating measures.
  - f) Observation plan.
- 7) The FSB S2/3 section updates NBC status and products. [FM 63-20, p. 6-5]
- a) Updated NBC estimate (may or may not be in written form) and MOPP analysis. [FM 63-20, pp. B-1 - B-2]
  - b) Enemy NBC capabilities.
  - c) NBC equipment and supplies inventories. [FM 63-20, p. B-4]
  - d) NBC overlays and graphics.
- 8) The FSB S2/3 section and BSA ADA element update ADA products. [FM 63-20, pp. 5-9 - 5-10]

- a) Updated AD estimates (may or may not be in written form).
  - b) ADA coverage.
  - c) ADA C2 system.
  - d) Friendly air corridors.
  - e) Probable enemy air routes into the FSB area.
  - f) FSB weapons control and ADA warning status.
- 9) The FSB S2/3 section updates communications products. [FM 63-20, p. 6-5]
- a) Updated signal estimates (may or may not be in written form).
  - b) Communications network overlay, area coverage overlay, and dead space overlay.
  - c) SOIs and secure equipment keying devices.
- 10) FSB staff officers (S1, S2/3, S4, support operations officer, BMO, chaplain) maintain logistical information and status.
- a) The FSB S4, S2/3, and the support operations officer update transportation information and status. [FM 63-20, pp. 6-6 - 6-8]
    - (1) Transportation portion of updated CSS estimate (may or may not be in written form).
    - (2) Schedules and priorities.
    - (3) The status of supplies, equipment, and materials requiring transport.
    - (4) Availability of ground transport assets.
    - (5) Availability of air transportation assets (from the brigade S3 Air or the DISCOM SPO section).
    - (6) Logistics package (LOGPAC) convoys organization, loads, times, and schedules. [FM 63-20, p. 5-7]

- (7) The transportation recovery plan and the back-haul plan.  
[FM 63-20, p. 6-6 - 6-7]
- (8) MSR and ASR traffic and route conditions.
- b) The FSB S4 and the support operations officer update supply information and status.
  - (1) Supply portion of updated CSS estimate (may or may not be in written form).
  - (2) Combat basic loads (e.g., vehicles uploaded with CL V; vehicles topped off with CL III) and on-hand supply status of subordinate and supported units. [FM 63-20, p. 6-6]
  - (3) The configuration and location of immediate and emergency resupply (CL III and V) loads and push packages.
  - (4) Organizational and DS CSS supply assets.
  - (5) Supply priorities as directed by the division, brigade, DISCOM, and FSB commanders.
- c) The FSB S1 section updates personnel information internally and with the brigade S1. [FM 63-20, pp. 6-2 - 6-4]
  - (1) Personnel portion of updated CSS estimate (may or may not be in written form).
  - (2) Personnel status of subordinate and supported units.
  - (3) Casualty feeder reports.
  - (4) Reception and processing of replacements.
  - (5) Forecast of replacements.
  - (6) Personnel actions (awards, decorations, promotions, legal action).
  - (7) EPW processing and evacuation.

- (8) Soldier morale and welfare activities.
- d) The FSB BMO and the support operations officer update maintenance information. [FM 63-20, pp. 6-6 - 6-8]
  - (1) Maintenance portion of updated CSS estimates (may or may not be in written form).
  - (2) Number and type of systems on hand and operational.
  - (3) Systems non-mission capable and repairable.
  - (4) Projections for repair and return of fighting vehicles and equipment.
  - (5) On-hand CL IX, authorized stockage list (ASL), and prescribed load list (PLL) stockage levels.
  - (6) Maintenance activities performed by company maintenance teams (CMT) and maintenance support teams (MSTs), including the location of the maintenance activities.
  - (7) Maintenance priorities and guidelines as directed by the FSB commander and the brigade commander.
- e) The FSB support operations officer and medical company commander update medical information. [FM 63-20, p. 6-7]
  - (1) Medical portion of updated CSS estimates (may or may not be in written form).
  - (2) CL VIII stock availability and resupply activities. [FM 63-20, p. 9-11]
  - (3) The status of wheeled and tracked ambulances.
  - (4) The status of patient holding capability.
- f) The FSB commander and the support operations section direct and coordinate division-level logistics and HSS operations for the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1022]

- (1) Maintain current logistics and HSS situation map with all unit and facility locations posted within 50 meters. [ARTEP 63-005-MTP, Task 63-1-1022]
  - (2) Maintain current customer list that reflects changing requirements, workloads, and priorities of tactical operations. [ARTEP 63-005-MTP, Task 63-1-1022]
  - (3) Maintain the current FSB support overlay which shows locations of logistics and HSS facilities and their hours of operation. [ARTEP 63-005-MTP, Task 63-1-1022]
  - (4) Monitor status reports from subordinate elements to determine if requirements exceed capabilities. [ARTEP 63-005-MTP, Task 63-1-1022]
  - (5) Coordinate stock status projections with the DMMC commodity managers. [ARTEP 63-005-MTP, Task 63-1-1022]
  - (6) Maintain a current mission-essential item chart which reflects short supply items, command controlled items, and current equipment combat losses. [ARTEP 63-005-MTP, Task 63-1-1022]
  - (7) Coordinate the evacuation plan and the casualty tracking system between the FSB medical company, the FSB S1, and brigade units.
- g) The FSB support operations section coordinates FSB logistics and HSS system support with the FSB S1 and S4 sections. [ARTEP 63-005-MTP, Task 63-1-1022]
- (1) Maintains current status of subordinate elements' personnel strengths that directly affect the support mission. [ARTEP 63-005-MTP, Task 63-1-1022]
  - (2) Maintains current status of subordinate elements' supplies and equipment operational readiness that directly affect the support mission. [ARTEP 63-005-MTP, Task 63-1-1022].
- h) The FSB S2/3 section and S4 section update RACO information. [FM 63-20, pp. 5-9 - 5-14]

- (1) Threat (Levels I, II, and III). [FM 63-20, pp. 5-11 - 5-12]
  - (2) Base and base cluster defense plans integrated with FSB/BSA and brigade defense plans. [FM 63-20, p. 5-11]
    - (a) Forces available for local security operations and reaction force. [FM 63-20, pp. 5-11 and 5-13]
    - (b) Indirect fire support. [FM 63-20, p. 5-9]
      - 1 Targets.
      - 2 Observers.
    - (c) Communications capabilities. [FM 63-20, p. 6-5]
- 11) The FSB S1 section updates the battalion master strength report to reflect current status of all FSB soldiers. [ARTEP 63-005-MTP, Task 63-1-1042]
- 12) The FSB S2/3 and the support operations sections maintain the status of all ground units moving through the brigade rear. [FM 63-20, p. 5-7]
- 13) The FSB S2/3 section coordinates through the DISCOM SPO for additional support from the MSB or corps for units operating in the BSA/brigade area which exceed the FSB's capability to support. [FM 63-20, p. 2-3]
- 14) The FSB XO and the support operations officer determine if host nation support is required and coordinated with the brigade and division G5 or through the DISCOM. [FM 63-20, p. 6-6; FM 101-5, pp. 1-11 - 1-17, Chap 4, App D]
3. **The forward support battalion commander visualizes the battlefield.** [FM 101-5, Chap 1, 2, 3, 4, pp. 1-4 - 1-17, 2-14, 2-15, 4-4, 4-46, 4-48 and 9-85, App C; D and E; FM 63-20, pp. 1-3, 2-5, 2-6, 2-8, 2-9, 3-6, 5-9, 5-10, 5-13, 6-2, 6-6 and 6-7; ARTEP 63-005-MTP, Task 63-1-1042 and 1050; Battle Command, Techniques and Procedures, Chap 2 and 4]
  - a. The FSB commander updates his estimate based on his assessment of the current situation based on METT-T: [FM 100-5, pp. 2-14, 2-15; FM 101-5, pp. 1-4 - 1-11, 9-85, Chap 4, App C]
    - 1) Mission.

- a) Changes to the brigade, DISCOM, and division commanders' missions and intents.
  - b) Changes to the brigade and the DISCOM commanders' concepts of operations.
  - c) The status of progress to determine if required FSB preparation activities will be completed and achieve the needed before the battle.
    - (1) Planning and refinement of plans.
    - (2) Coordination.
    - (3) FSB elements' preparations.
- 2) Enemy.
- a) Whether the estimates of enemy strength, capabilities, and projected courses of action (COA) are still valid.
  - b) Whether the FSB commander's EEFI is still valid.
  - c) Whether the collection plan is resulting in the collection and acquisition of necessary information.
    - (1) PIR and IR:
      - (a) Whether they are being filled.
      - (b) Whether they are adequate to focus requirements for information about the enemy.
    - (2) Whether the positioning and activity of FSB collection assets and whether external sources for acquiring information are meeting the collection plan requirements.
      - (a) MP assets.
      - (b) FSB security elements and subordinate units tasked to perform collection requirements.
      - (c) Army aviation elements.



- (d) The brigade staff.
  - (e) Adjacent and forward units.
- d) The FSB commander assesses the initial IPB and threat analysis documents to determine if they are still valid.
- 3) Troops.
  - a) Whether the FFIR are still valid.
  - b) Required capability to accomplish the FSB mission and achieve the visualized endstate are compared to present and projected capabilities.
    - (1) Systems and equipment (e.g., vehicles, test sets) which are ready for battle; changes in availability since initial analysis.
    - (2) Projections from the BMO and the support operations sections of equipment which will be available prior to mission execution and those which will not be available.
    - (3) Adequacy of the FSB level operations plan (OPLAN) or OPOD synchronization, coordination, integration, and refinements based on rehearsals, backbriefs, reports from the FSB S2/3, and personal inspections.
  - c) Locations, activities, and intentions of supporting and supported units are appraised to determine impact on FSB preparations for battle.
    - (1) FSB planning and actions which could cause supporting and supported units to change or alter their plans.
    - (2) Supporting and supported units plans and actions which require change or alteration of the FSB plan.
  - d) Subordinate unit plans and preparation activities.
    - (1) FSB platoon leaders' and company commanders' understanding of the FSB commander's intent and their plans to achieve the intent.

- (2) Preparations of FSB companies and platoons to accomplish their missions.
  - (a) Troop leading procedures.
  - (b) Pre-combat inspections.
- (3) Adequacy of FSB companies and other FSB elements' synchronization, integration, and coordination, to include:
  - (a) Rehearsals.
  - (b) Backbriefs.
  - (c) Reconnaissance.
- (4) Construction of obstacles, fighting positions, and protective positions in accordance with timelines.

4) Terrain.

- a) Whether the initial estimate of the terrain and the appraisal of the impact of terrain on the concept of the operation are still valid.
  - (1) Terrain factors: Observation and fields of fire, cover and concealment, obstacles, key terrain, avenues of approach (OCOKA).
  - (2) Obstacles and progress of FSB efforts to reinforce the terrain.
- b) Whether forecasts of weather conditions identified in the development of the plan and preparation timelines are still valid.
  - (1) Visibility (including fog and cloud cover) and light data.
  - (2) Effects of weather.
    - (a) Wind speed and directions.
    - (b) Precipitation data.
    - (c) Temperature and humidity.

- (d) Impact on trafficability.
- (3) Information which changes the initial assessment of weather factors.
- 5) Time.
  - a) Whether key mission preparation events and activities for FSB units and brigade field trains elements are being accomplished in accordance with planned timelines.
  - b) Based on what has been accomplished and what has yet to be done, whether sufficient time is available to complete all tasks by all BSA elements.
- 6) The battlefield operating systems (BOS). [FM 101-5, App C]
  - a) Intelligence.
    - (1) Is the portrayal of enemy situation still valid?
    - (2) Are BSA collection assets still capable of providing required information about the enemy?
    - (3) Are original estimates about the weather and terrain still valid?
  - b) Maneuver.
    - (1) Can elements of the BSA and FSB elements away from the BSA defend themselves while performing their CSS mission?
    - (2) Does the repositioning of FLEs ensure that the mission can be supported as planned?
    - (3) Will preparations be completed in accordance with the FSB commander's intent and in time to accomplish the mission?
    - (4) The FSB commander assesses the planned movement and repositioning criteria to ensure that the mission can be achieved as visualized. [FM 63-20, App A]

- (a) Routes are reconnoitered, marked, and prepared for use.
  - (b) Movement can be conducted as envisioned; the FSB is not exposed to enemy fire during displacement.
  - (c) Movement and repositioning times allow the FSB to provide support as visualized.
  - (d) The BSA defense and the support plan support the concept of the operation. Prepares a priority listing that identifies the support facilities which have the greatest impact on the brigade's current operation. [ARTEP 63-005-MTP, Task 63-1-1050]
  - (e) Distances and terrain factors which impact on displacement and repositioning are compensated for.
- (5) The FSB commander assesses changes to planning for direct and indirect fires based on new enemy and terrain information.
- (6) The FSB commander assesses employment criteria and events for the use of the reaction force to achieve the impact visualized.
- c) Fire support.
- (1) Have fire support plans been adjusted based on new enemy and terrain information?
  - (2) Have direct and indirect fire coordination measures been disseminated and confirmed by FSB subordinate commanders?
  - (3) Have target lists been updated by the FSO?
  - (4) Are fire support units positioned and prepared to support the operation?
  - (5) Will the execution of the fire support plan result in indirect fires that will achieve desired results and intent? [FM 63-20, p. 5-9]

- (6) Will fire support control measures support changes to the concept of the operation? [FM 63-20, p. 6-2]
- d) AD.
  - (1) Changes to ADA coverage are assessed to ensure support of adjusted priorities, concept of the operation, and the FSB commander's intent to provide protection to all BSA tenant activities and to critical supplies. [FM 63-20, pp. 5-9 - 5-10]
  - (2) Changes to availability of AD systems and modifications to the weapons control status are being made based on changes to the enemy air threat. [FM 63-20, pp. 5-9 - 5-10]
  - (3) Options for FSB passive AD measures are being considered based on changes or updated information. [FM 63-20, pp. 5-9 - 5-10]
- e) M/CM/S for the BSA.
  - (1) The FSB countermobility plan.
    - (a) Are obstacles in place or projected to be?
    - (b) Are obstacles observed and covered by fire?
    - (c) Are obstacles constructed to standard?
    - (d) Is there adequate barrier material and equipment?  
Will it be delivered on time?
    - (e) Is the FSB countermobility plan still valid? [FM 63-20, p. 5-10]
  - (2) Changes to the FSB survivability plan. The FSB commander assesses the status of subordinate unit fighting position preparation to determine whether the force will be ready or if there is a need for changes to the plan. [FM 63-20, p. 5-13]
  - (3) Changes to the FSB OPSEC, security forces, and subordinate unit local force protection operations:

- (a) The FSB commander assesses the adequacy of MP patrols and BSA reconnaissance elements to ensure that the BSA is protected as it prepares for the mission.
  - (b) The FSB commander assesses the effectiveness of the BSA's OPSEC measures in denying the enemy information that provides indications of the FSB commander's concept of the operation (e.g., FSB disposition and activities).
- f) Combat service support.
  - (1) Is there a need to adjust CSS priorities based on new information?
  - (2) The FSB commander assesses organizational and DS supply operations to ensure compliance with his guidance and intent. [FM 63-20, p. 6-6]
    - (a) Routine resupply activities are reviewed to determine whether the plan can be supported.
    - (b) Emergency resupply activities are reviewed to determine adequacy of uploaded, pre-configured CL III and CL V push packages.
    - (c) Priorities for resupply are reviewed to determine changes based on new conditions or information.
    - (d) Critical supplies (e.g., fuel, ammunition, barrier) are prepositioned as far forward as possible. [FM 63-20, p. 2-9]
    - (e) Ensures that adequate GRREG supplies are available. [FM 63-20, p. 2-9]
    - (f) Ensures that adequate capability will be available to conduct ROM operations.
  - (3) The FSB commander assesses organizational and DS transportation operations to ensure compliance with his guidance and intent. [FM 63-20, pp. 6-6 - 6-7]

- (a) Required supplies, equipment, and personnel are being delivered to subordinate units and supported units on designated and approved MSRs and ASRs; assets are used to back-haul.
  - (b) Availability and serviceability of assets are reviewed to ensure that mission-related material is being transported in accordance with requirements. If not, the commander:
    - 1 Determines need to request additional assets to supplement the FSB.
    - 2 Assesses the need to change the planned employment of FSB assets.
  - (c) Changes to MSR and ASR conditions by weather or enemy action are assessed.
  - (d) Any required landing zones (LZs) are prepared. [FM 63-20, p. 2-13]
  - (e) Are there sufficient transportation assets available and operational to support the operation?
- (4) The FSB commander assesses FSB organizational and DS maintenance operations to ensure compliance with his guidance and intent. [FM 63-20, p. 6-6]
- (a) Repairs are performed to bring units to fully mission-capable or mission-capable status.
  - (b) The FSB commander assesses maintenance, cannibalization, and controlled substitution/exchange guidance; changes guidance to meet updated maintenance status.
  - (c) The FSB commander checks performance of preventive maintenance checks and services and periodic services to ensure that subordinate units sustain combat power.

- (d) The FSB commander reviews maintenance support to assigned, attached, DS, and operational control (OPCON) units to ensure that support is provided in compliance with his guidance.
  - (e) The FSB commander reviews the current and projected state of maintenance of equipment for both the battalion and the brigade.
- (5) The FSB commander assesses DS medical operations to ensure compliance with his guidance and intent. [FM 63-20, p. 6-7]
- (a) Reviews activities performed by subordinate leaders to prevent and reduce battlefield stress to ensure that personnel strength is available for the mission.
  - (b) Ensures that ambulances are positioned at battalion aid stations (BASs) and that AXPs are established. [FM 63-20, pp. 2-5 - 2-6]
  - (c) Ensures that changes to the employment of FSB medical and medical evacuation plans are made based on updated information.
    - 1 Supported aid station(s), AXPs, and the medical company are prepared to receive and evacuate casualties.
    - 2 Medical personnel, supplies, and equipment are available and positioned to support the concept of the operation, to include ensuring that medical elements have a full basic load of supplies. [FM 63-20, p. 2-8]
    - 3 The evacuation plan and the casualty tracking system are coordinated between the FSB medical company, the FSB S1, and S1s of other brigade units.
  - (d) Ensures that medical personnel, supplies, and equipment are available and positioned to support the concept of the operation.



- (6) The FSB commander assesses personnel operations to ensure compliance with his guidance and intent.
  - (a) Morale, welfare, and recreation support is reviewed to determine that it is meeting requirements.
  - (b) The FSB S1 reviews replacement operations to ensure that new personnel are received and assigned in accordance with the commander's guidance and intent. The S1 section:
    - 1 Processes replacements. [ARTEP 63-005-MTP, Task 63-1-1042]
    - 2 Establishes a replacement receiving point. [ARTEP 63-005-MTP, Task 63-1-1042]
    - 3 Assigns replacements based on unit requirements, priority of requirements, and military occupational specialty (MOS). [ARTEP 63-005-MTP, Task 63-1-1042]
    - 4 Prepares arrival and data cards transactions. [ARTEP 63-005-MTP, Task 63-1-1042]
    - 5 Briefs replacements on unit assignment and tactical situation. [ARTEP 63-005-MTP, Task 63-1-1042]
    - 6 Updates battalion's master strength roster. [ARTEP 63-005-MTP, Task 63-1-1042]
  - (c) Will the status of personnel fill enable units to accomplish their missions and tasks?
- (7) The FSB commander assesses the status of morale in the BSA.
- (8) The FSB commander ensures that all elements operating in the brigade AO, including division and corps assets, are provided levels I and II medical care. [FM 63-20, pp. 1-3 and 3-6]
- g) Command and control.

- (1) Key BSA communications links are operational.
  - (2) Current and projected locations of FSB CPs provide for continuous C2.
- 7) The FSB commander provides guidance and directives to the staff and subordinate leaders to provide missing information required to fill gaps in his ability to assess the FSB's state of preparation. [FM 63-20, p. 6-2]
- b. The FSB commander projects the outcome of the current battle based on his evaluation of the current plan and battalion preparedness. [FM 101-5, pp. 1-11 - 1-17, 4-4]
  - 1) Based on changes to his estimate of the current situation and/or a new order, the FSB commander decides whether his visualization of the endstate necessary for the FSB will still accomplish the FSB mission.
  - 2) The FSB commander assesses preparedness by anticipating factors associated with each BOS. [FM 101-5, Chap 4; FM 34-130, Chap 1, 2, 3; Battle Command Techniques and Procedures, Chap 2, 4; Battle Command, pp. 38-45; FM 34- 8, Chap 1,2, App C]
    - a) Intelligence.
      - (1) What is the enemy's capability to disrupt BSA operations and other CSS activities?
      - (2) What is the capability of the enemy to interdict lines of communications (LOC)?
      - (3) What will be the terrain and road conditions and considerations at the conclusion of the current battle?
      - (4) What will the weather conditions be at the conclusion of the current battle?
    - b) Maneuver.
      - (1) What will be the combat strength of the brigade's maneuver forces at the conclusion of the current battle?

- (2) Where will brigade maneuver forces, to include follow-on, reserve, or uncommitted units, be at the conclusion of the current battle?
  - (3) What will the task organization be at the end of the current battle?
- c) Command and control.
  - (1) Does his current CCIR need revision or updating?
  - (2) What will be the status of unit morale, cohesion, and capability to continue operations at the end of the current battle?
  - (3) What will the status of C3 be at the conclusions?
  - (4) What are the capabilities of subordinate leaders to assume command in the event of commander casualties?
- d) Fire support.
  - (1) Will the brigade's supporting artillery be in range to support BSA operations?
  - (2) What will be the status of artillery ammunition?
- e) AD.
  - (1) What AD assets will be available at the end of the current battle to support the BSA and to protect the MSRs and ASRs?
  - (2) What will the status of the early warning system be?
  - (3) What will be the status of the AD C2 system be at the end of the battle?
  - (4) What will the enemy air threat be at the end of the battle?
- f) Mobility-survivability (M/S).

- (1) What engineer assets and CL IV/V supplies will be available to support M/CM/S operations at the end of the battle?
  - (2) What will be the engineer unit capability to continue operations in support of the BSA?
- g) Combat service support.
  - (1) What will the operational capability of the subordinate unit's CSS system be at the end of the current battle?
  - (2) Are supplies adequate to support the brigade operation and to support the FSB and will they be delivered on time?
    - (a) Will there be sufficient CL III on hand and prepositioned at the right locations to support the brigade commander's concept of the operation?
    - (b) Will there be sufficient CL IV and V barrier material on hand and at the right locations to support the brigade commander's barrier plan?
    - (c) Will there be sufficient CL V on hand and prepositioned at the right locations to support the brigade commander's concept of the operation?
  - (3) Will there be sufficient medical assets on hand to handle brigade casualties and evacuation?
  - (4) Will there be sufficient transportation assets on hand to support distribution of critical supplies?
- 3) The commander assesses the impact of new FRAGOs or OPORDs from the brigade and the DISCOM which direct new missions.
  - a) The time required to plan and prepare for new mission based on current mission timelines.
  - b) The ability of the FSB to respond to the new situation based on level of mission preparedness.
    - (1) Assets available to respond without impacting the FSB's ability to perform the current mission.

- (2) Availability of CS, CSS, and supplies to support the new situation without impacting on support necessary for the current mission.
  - c) The capability of the staff to dedicate time and effort to plan and coordinate new missions; the impact of diverting key staff members from monitoring preparations for the current mission to planning for a new mission.
- c. The FSB commander considers future requirements and actions (sequels) based on his projection of the outcome of the current battle. [FM 101-5, pp. 1-15, 4-46 and App C, D and E; Battle Command, Techniques and Procedures, Chap 2 and 4]
  - 1) Will the brigade be capable of conducting follow-on operations?
    - a) What critical supplies will be required?
    - b) What critical maintenance requirements will exist?
    - c) What critical medical treatment and evacuation requirements will exist?
  - 2) Will the brigade be required to reconstitute units?
    - a) What critical supplies will be required?
    - b) What critical maintenance requirements will exist?
    - c) What critical medical treatment and evacuation requirements will exist?
    - d) What transportation assets will be required above and beyond the capability of the FSB?
    - e) What DISCOM and corps CSS assets will be required to assist in reconstitution?
- d. The FSB commander informs the brigade and the DISCOM commander of the results of his assessment. [AN]

- 1) The FSB commander's projection of the current battle indicates that the brigade and the DISCOM commanders' intent cannot be met without receipt of additional assets or modification to the brigade mission.
  - 2) The FSB can accomplish the mission.
- e. The FSB commander decides whether the plan needs to be changed.
- 1) The FSB commander decides the current plan meets the assessed situation and continues to monitor and direct FSB battle preparations. [FM 101-5, p. 4-48]
  - 2) The FSB commander decides the plan must be modified. [FM 101-5, p. 4-48]
    - a) The FSB commander decides to initiate a FRAGO, considers: (See task 4 for description of how to develop and issue this FRAGO). [FM 101-5, pp. 1-14 - 1-16]
      - (1) Whether COAs previously developed can be modified and developed as the new plan.
      - (2) Time available to develop, coordinate, and implement a new plan.
      - (3) Subordinate units' time to complete new preparation requirements under the new plan and task organization.
      - (4) The FSB staff's ability to continue to monitor and direct current FSB activities while meeting new planning requirements.
    - b) The FSB commander assesses the impact of the FRAGOs with the brigade and the DISCOM.
      - (1) The time required to plan and prepare for new mission based on current mission timelines.
      - (2) The ability of the FSB to respond to the new situation based on the level of mission preparedness.
        - (a) Availability of assets to respond without impacting the FSB's ability to perform the current mission.

- (b) Capability of the FSB staff to dedicate time and effort to plan and coordinate new missions; impact of diverting key staff members from monitoring preparations for the current mission to planning for a new mission.
    - c) The FSB commander determines the effects on the military decision-making process (MDMP) based on complexity, potential probable confusion on the battlefield, staff availability, and time available. [FM 101-5, Chap 4]
- 4. **The forward support battalion commander directs changes to the operation or plan.**  
[FM 101-5, pp. 4-7 - 4-60, 6-33 and C-2, App B and H; FM 63-20, p. 6-2; ARTEP 63-005-MTP, Tasks 63-1-1013, 1022 and R326]
  - a. The commander and/or staff issue WARNOs to alert staff members and subordinate elements that the plan will be changed. WARNOs may include: [FM 101-5, p. 4-55]
    - 1) The enemy situation, events, and the mission, task, or operation.
    - 2) The brigade and the DISCOM missions.
    - 3) The Bde and DISCOM commanders' intents.
    - 4) The FSB commander's intent statement.
    - 5) The earliest time of movement or degree of notice the commander gives to the main body.
    - 6) Orders for preliminary action, reconnaissance, surveillance, and observation.
    - 7) Service support instructions and special equipment necessary, regrouping of transportation, or preliminary moves to assembly areas.
    - 8) The rendezvous point or time for assembly of an orders group, whether commanders or representatives are to attend, and time needed for issuing written orders.
    - 9) In the MDMP accomplished under time constraints, the FSB commander will attempt to provide the brigade surgeon and the support operations officer to the brigade main CP to assist in the brigade MDMP. If the situation doesn't permit this, the brigade S4 liaison, located at the brigade

main CP, will coordinate with the FSB commander or the FSB support operations officer to obtain CSS input.

- b. The FSB commander conducts the MDMP in a time-constrained environment. [FM 101-5, pp. 4-41 - 4-60]
  - 1) When planning changes to current orders during the preparation phase of the battle, the FSB commander must consider:
    - a) Using products developed during the MDMP for the current mission as reference points from which modifications are made to predetermined branches and sequels.
      - (1) Weather analysis.
      - (2) Terrain analysis.
      - (3) Current updated staff estimates.
        - (a) FSB capabilities.
        - (b) Constraints.
      - (4) PIR, EEFI, and FFIR the FSB commander needs to visualize the current situation and required endstates.
    - b) The FSB commander and staff simultaneously monitor, plan, and direct all aspects of FSB operations.
    - c) The FSB commander and staff maintain the pace of FSB preparations to be ready not later than the designated time, make changes in a timely manner, and, if appropriate, plan for a future mission.
    - d) Typically, one enemy and one friendly COA are assessed due to the time constraints which limit and streamline the MDMP.
    - e) Components of the FSB commander's assessment, based on the situation are:
      - (1) Current situation compared to required endstates of friendly and enemy forces.



- (2) Recognition of similarities and/or differences between the initial plan and new requirements.
  - (3) Assessment of friendly force posture and support requirements, enemy probable actions and postures and battle space.
- 2) The FSB commander completes an update of his estimate.
  - a) The FSB commander and staff anticipate the outcome of the current battle as a start point for considering future requirements and actions.
  - b) Mission: Identifies specified and implied tasks which his FSB must accomplish.
  - c) Enemy:
    - (1) Enemy strength, location, disposition, activity, equipment, and capabilities.
    - (2) Terrain and weather: The FSB commander identifies specific aspects of OCOKA, soil type, hydrology, climatic conditions, and visibility.
    - (3) Troops: The FSB commander compares the FSB's capability with what he believes is necessary to accomplish the mission.
    - (4) Time: The FSB commander determines the time available for planning, preparing, and executing the operation for both enemy and friendly forces.
- 3) The FSB commander develops the new concept by considering: [FM 101-5, p. 4-48]
  - a) The current situation and information.
  - b) Whether the FSB has the means to execute the new mission.
  - c) The brigade and the DISCOM commanders' intents and desired endstates.

- d) The FSB commander may request information from the staff to support his COA development.
  - (1) BOS specific information from selected staff members.
  - (2) Information available in products developed during the initial mission-deliberate MDMP.
- 4) The FSB staff assists the FSB commander in developing the new concept by providing recommendations relative to their functional areas. [FM 101-5, pp. 6-33, C-2]
  - a) Utilizes products and analyses developed during the initial mission deliberate MDMP to define branches and sequels for consideration.
  - b) Provides recommendations to modify existing branches and sequels to meet new requirements.
  - c) Provides recommendations on developing new branches and sequels based on new requirements.
- 5) The FSB commander describes his revised concept to his staff: [FM 101-5, p. 4-49]
  - a) His intent, if changed.
  - b) COA(s).
  - c) CCIR information requirements.
  - d) Limitations.
  - e) Risks.
- 6) The FSB commander performs a suitability-feasibility-acceptability analysis of the new plan. The FSB commander can perform the analysis by himself or with staff assistance. [FM 101-5, p. 4-51]
  - a) Suitability aspect considers:
    - (1) Does the new concept accomplish the FSB mission?
      - (a) Are critical supplies provided at the right place and at the right time?

- (b) Are critical weapons systems being repaired and returned in sufficient time to give the brigade commander the combat power he needs to accomplish his mission?
    - (c) Is the medical treatment and evacuation system adequately manned and positioned to respond to anticipated casualties?
    - (d) Is the FSB capable of sustaining itself during the operation?
  - (2) Does the new concept meet the brigade and the DISCOM commanders' intents?
    - (a) Will CSS assets and personnel be in the correct position and in the necessary quantities to respond to anticipated branches and sequels?
    - (b) Will the BSA, FLE, and CSS assets be able to respond to an unanticipated change in mission?
  - (3) Does the plan meet the FSB commander's intent and desired endstate?
    - (a) Can the BSA provide the necessary support to the brigade?
    - (b) Can the DISCOM provide necessary support to the FSB to enable the FSB commander to accomplish his mission?
    - (c) Will the BSA and forward CSS elements be adequately protected from enemy actions?
- b) Feasibility aspect considers:
- (1) Time: Is there time to execute the plan(s) as designed?
    - (a) Can the FLEs respond to brigade requirements in a timely manner?
    - (b) Is there sufficient time to prepare for the battle?

- (c) Will the ultimate location of the brigade task forces be such that the BSA will not be able to provide support in a timely manner?
    - (d) If the BSA must relocate to provide continuing support, are the FLEs positioned and do they have adequate supplies to provide the necessary support while the BSA relocates?
  - (2) Means: Does the FSB have the means to execute the plan(s) as designed?
    - (a) Are sufficient supplies, equipment, and personnel available to provide necessary support to the brigade?
    - (b) Can the FSB and BSA elements adequately support themselves?
- c) Acceptability aspect considers whether the concept can be conducted within acceptable limits and costs.
  - (1) Is the risk to mission accomplishment acceptable?
  - (2) Are the BSA and FLE exposed to unacceptable enemy hazards?
  - (3) Have all possible actions been taken to reduce the loss of personnel and equipment through accidents?
- 7) The FSB commander quickly compares COAs (if more than one).
- 8) The FSB commander selects a COA and announces his decision to key FSB staff members.
- 9) The FSB commander conducts mission risk assessment to ensure that conditions most likely to cause mission failure and accidents (including fratricide) have been considered.
  - a) FSB units have been tasked within their capabilities.
  - b) The FSB commander, staff, and subordinate leaders identify risk or safety hazards. [ARTEP 63-005-MTP, Task 63-1-R326]

- (1) Identify specified and implied missions or tasks in the brigade OPORD or FRAGO. [ARTEP 63-005-MTP, Task 63-1-R326]
  - (2) Identify all risks associated with specified and implied missions or tasks. [ARTEP 63-005-MTP, Task 63-1-R326]
  - (3) Integrate safety in every phase of the planning process. [ARTEP 63-005-MTP, Task 63-1-R326]
  - (4) Identify the benefits of safety to the FSB's mission and the potential cost of risk or safety hazards (e.g., potential for loss of personnel, equipment, or critical supplies due to enemy actions or accidents). [ARTEP 63-005-MTP, Task 63-1-R326]
  - (5) Conduct continuous assessment of phases of operations for safety and risk reduction. [ARTEP 63-005-MTP, Task 63-1-R326]
- c) The FSB commander, staff, and subordinate leaders evaluate risk or safety hazards identified during operations. [ARTEP 63-005-MTP, Task 63-1-R326]
- (1) Identify previously executed unsafe acts and their corrective actions. [ARTEP 63-005-MTP, Task 63-1-R326]
  - (2) Identify all unwarranted risks. [ARTEP 63-005-MTP, Task 63-1-R326]
  - (3) Compare identified risk to the FSB commander's acceptable level based on the stated objectives. [ARTEP 63-005-MTP, Task 63-1-R326]
  - (4) Calculate projected loss of equipment and personnel from accidents by reviewing historical records. [ARTEP 63-005-MTP, Task 63-1-R326]
  - (5) Describe operations in terms of their risk level (high, medium, low). [ARTEP 63-005-MTP, Task 63-1-R326]

- d) The FSB commander eliminates or reduces risk and safety hazards. [ARTEP 63-005-MTP, Task 63-1-R326]
  - (1) Develops measures and procedures that reduce risk. [ARTEP 63-005-MTP, Task 63-1-R326]
  - (2) Provides guidance that enhances safety in all phases of operation. [ARTEP 63-005-MTP, Task 63-1-R326]
  - (3) Prescribes safety and protective equipment that enhances safety and reduces risks. [ARTEP 63-005-MTP, Task 63-1-R326]
- e) The FSB staff personnel employ safety procedures. [ARTEP 63-005-MTP, Task 63-1-R326]
  - (1) Practice safety procedures during all mission rehearsals. [ARTEP 63-005-MTP, Task 63-1-R326]
  - (2) Correct unsafe acts on the spot. [ARTEP 63-005-MTP, Task 63-1-R326]
  - (3) Report all risk and safety violations (beyond unit's corrective level) to the FSB S2/3 section or FSB safety officer. [ARTEP 63-005-MTP, Task 63-1-R326]
- 10) The FSB commander reviews the current CCIR to determine: [FM 101-5, pp. 4-47 - 4-48]
  - a) If the initial CCIR are still valid to provide the FSB commander with the information required to continue to assess the situation.
  - b) If new CCIR are required to provide the FSB commander with the information required to make decisions about the plan.
- c. The FSB commander directs preparation of a FRAGO. [FM 63-20, p. 6-2, FM 101-5, App H]
  - 1) The FSB XO manages and supervises internal and external coordination by the staff to synchronize plan refinements.
  - 2) The FSB staff takes prompt action to accomplish the guidance given by the FSB commander.

- a) Publishes refinements to orders and planning and execution products such as the DST, synchronization matrix, FSEM.
- b) Initiates requests to higher and adjacent units for additional support.
- 3) The FSB staff refines plans, facilitates planning for future operations, identifies and corrects problems identified during subordinate unit preparations, and coordinates additional support from the DISCOM.
- 4) The FSB staff develops FRAGOs reflecting changes to the initial plan for the FSB commander's approval: [FM 101-5, App H]
  - a) Graphics and control measures for the operation.
  - b) DST and synchronization matrix.
  - c) Fire support plan.
  - d) Communications plan.
  - e) CSS plan.
- 5) The FSB support operations section prepares an FSB FRAGO to support the operations annex in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1022]
  - a) Prepares operational changes as specified by the FSB support operations officer based on supplemental information. [ARTEP 63-005-MTP, Task 63-1-1022]
  - b) Completes the message form format in accordance with TSOP within the time specified in the FSB commander's or support operations officer's guidance. [ARTEP 63-005-MTP, Task 63-1-1022]
  - c) Forwards draft FSB FRAGOs to the FSB support operations officer for review and approval. [ARTEP 63-005-MTP, Task 63-1-1022]
  - d) Forwards the approved FSB FRAGO to the FSB S2/3 section for publication. [ARTEP 63-005-MTP, Task 63-1-1022]

- d. The FSB commander approves the FSB FRAGO and directs the staff to issue it. [FM 63-20, p. 6-2; FM 101-5, p. 4-49]
  - 1) The FSB commander and staff issue FSB FRAGOs. [FM 101-5, App H]
    - a) Mission statement.
    - b) The FSB commander's intent and concept of the operation.
    - c) Pertinent extracts taken from more detailed orders.
    - d) Task organization, if modified.
    - e) Control measures that promote initiative, synchronization, and agility while minimizing exposure to fratricide.
      - (1) Graphics and control measures for the operation.
      - (2) DST and synchronization matrix.
      - (3) Fire support plan.
      - (4) Communications plan.
      - (5) CSS plan.
  - 2) The FSB FRAGO is distributed to all affected elements. [ARTEP 63-005-MTP, Task 63-1-1022]
  - 3) Logistics and HSS mission changes are disseminated to subordinate elements by most secure means. [ARTEP 63-005-MTP, Task 63-1-1022]
  - 4) The FSB commander conducts a confirmation brief with key FSB leaders.
  - 5) The FSB XO conducts a confirmation brief with the FSB staff.
- e. The FSB staff coordinates internally and with higher, supported, and supporting elements to integrate the FSB FRAGO. [FM 101-5, App B]
  - 1) The FSB support operations section provides planning information to the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1013]



- a) Identifies division support priorities and sustainment controls for supplies, field services, maintenance, transportation, and HSS assets. [ARTEP 63-005-MTP, Task 63-1-1013]
  - b) Provides current capabilities and limitations of the FSB logistics and HSS systems. [ARTEP 63-005-MTP, Task 63-1-1013]
  - c) Provides current status of all deadlined tube launched, optically guided, wire controlled (TOW) missiles, dragons, automatic weapon systems, and key items of equipment and vehicles. [ARTEP 63-005-MTP, Task 63-1-1013]
  - d) Provides contact team availability for current on-site repairs. [ARTEP 63-005-MTP, Task 63-1-1013]
  - e) Provides known division level logistics and HSS shortfalls and solutions. [ARTEP 63-005-MTP, Task 63-1-1013]
- 2) The FSB support operations section provides planning assistance for supply support. [ARTEP 63-005-MTP, Task 63-1-1013]
- a) Coordinates supply sustainment controls with the DMMC and the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
  - b) Coordinates supply sustainment priorities with the DMMC and the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
  - c) Provides instructions for request, storage, and distribution of supplies in the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
  - d) Provides instructions and procedures for the FSB's participation in the weapon replacement system. [ARTEP 63-005-MTP, Task 63-1-1013]
  - e) Provides instructions and procedures for airdrop and sling load resupply. [ARTEP 63-005-MTP, Task 63-1-1013]
  - f) Provides instructions and procedures for night and reduced visibility resupply operations. [ARTEP 63-005-MTP, Task 63-1-1013]
  - g) Identifies all locations of all subordinate companies and their distribution points in coordination with the FSB S2/3 section and

- subordinate FSB companies. [ARTEP 63-005-MTP, Task 63-1-1013]
- h) Identifies all DS units that provide supplies to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
- i) Identifies staff coordination channels for additional supply requirements. [ARTEP 63-005-MTP, Task 63-1-1013]
- 3) The FSB support operations section provides planning assistance for maintenance support. [ARTEP 63-005-MTP, Task 63-1-1013]
  - a) Identifies all maintenance assets within the FSB. [ARTEP 63-005-MTP, Task 63-1-1013]
  - b) Calculates total projected maintenance workload by type mission of the supported brigade (coordination required with the brigade S4 and TF HHC commanders). [ARTEP 63-005-MTP, Task 63-1-1013]
  - c) Coordinates maintenance sustainment controls with the DMMC and the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
  - d) Coordinates maintenance priorities and repair time limits with the DMMC and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1013]
  - e) Provides instructions for requesting, recovery, evacuation, repair, and return of items for wheeled and track, aviation, missile, and other commodity maintenance operations in the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
  - f) Provides policies and procedures for maintenance sustainment management systems in coordination with the DMMC and the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
  - g) Provides instructions for request, storage, and distribution of repair parts within the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
  - h) Provides instructions and procedures for night and reduced visibility maintenance operations. [ARTEP 63-005-MTP, Task 63-1-1013]

- i) Provides instructions and procedures for maintenance participation in the weapons replacement systems. [ARTEP 63-005-MTP, Task 63-1-1013]
  - j) Designates all subordinate units that provide maintenance support within the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
  - k) Identifies all locations of subordinate FSB companies' maintenance facilities in coordination with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1013]
  - l) Establishes transportation procedures for maintenance or repair parts support with the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
  - m) Coordinates maintenance automated data processing (ADP) capabilities and procedures with the DMMC and the CSSAMO. [ARTEP 63-005-MTP, Task 63-1-1013]
  - n) Provides operational procedures for the MSTs operating in the forward areas. [ARTEP 63-005-MTP, Task 63-1-1013]
- 4) The FSB support operations section provides planning assistance for transportation support. [ARTEP 63-005-MTP, Task 63-1-1013]
- a) Identifies all transportation assets within the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
  - b) Calculates total projected transportation requirements based on the type of operations and the tentative location of BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
  - c) Identifies transportation sustainment controls in coordination with the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1013]
  - d) Identifies transportation priorities in coordination with the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1013]
  - e) Coordinates the aerial resupply plan via helicopter and fixed wing aircraft with the DISCOM MCO and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1013]
  - f) Provides instructions for the request of surface transportation and airlift resupply. [ARTEP 63-005-MTP, Task 63-1-1013]

- g) Identifies all subordinate units that provide transportation support and the type they provide. [ARTEP 63-005-MTP, Task 63-1-1013]
  - h) Develops a back-haul plan for the evacuation of equipment and supplies from the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
- 5) The FSB support operations section provides planning assistance for HSS. [ARTEP 63-005-MTP, Task 63-1-1013]
  - a) Coordinates medical treatment and evacuation plans with the DISCOM DMOC and the brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
  - b) Coordinates flow of "return to duty" personnel with the DISCOM DMOC and the brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
  - c) Coordinates mass casualty procedures with the DISCOM DMOC and the brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
  - d) Coordinates operating procedures and stationing of evacuation aircraft with the DISCOM DMOC and the FSB medical company. [ARTEP 63-005-MTP, Task 63-1-1013]
  - e) Coordinates location(s) of all health service facilities in the DSA and BSA with the DISCOM DMOC, the brigade S4, and the brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
  - f) Coordinates the patient decontamination plan with the DISCOM DMOC, the FSB medical company, and supporting decontamination elements. [ARTEP 63-005-MTP, Task 63-1-1013]
- 6) The FSB support operations section provides planning assistance for field service support. [ARTEP 63-005-MTP, Task 63-1-1013]
  - a) Coordinates procedures for requesting field service support with the DISCOM SPO section and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1013]

- b) Coordinates location(s) for GRREG collection points with the brigade S4 and the FSB supply company. [ARTEP 63-005-MTP, Task 63-1-1013]
    - c) Provides instructions for the evacuation of remains to collection point(s) in the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
  - 7) The FSB commander attends the brigade FRAGO briefing (if brigade issued a FRAGO).
- 5. **The forward support battalion commander directs and leads subordinate forces.** [FM 101-5, pp. 4-59, 4-60, M-10, M-11, M-15, H-36 - H-42, App H and M; FM 63-20, pp. 1-5, 3-2, 5-3, 5-9, 5-11, 5-12, 5-13, 5-14, 7-21, 7-9, 8-4 and 8-6 - 8-8; Battle Command, pp. 11 - 15, 27 and 28; ARTEP 63-005-MTP, Task 63-1-1009, 1022, 1025, 1026, 1027, 1028, 1029, 1030, 1031, 1033, 1034, 1037, 1038, 1040, 1042, 1045, 1050 and R303; FM 22-100, Chaps 4, 5 and 6]
  - a. The FSB commander takes actions to ensure that subordinate FSB leaders have a clear understanding of his intent and concept. [FM 101-5, pp. 4-59/60]
    - 1) The FSB commander directs the FSB leadership to conduct leaders' reconnaissances.
    - 2) The FSB commander receives a confirmation briefing from subordinate leaders.
    - 3) The FSB commander briefs and disseminates updated orders, DST, synchronization matrix, and other mission documents.
  - b. The FSB S2/3 section coordinates base cluster defensive activities. [ARTEP 63-005-MTP, Task 63-1-1050]
    - 1) Conducts base assessment of each base and its defense measures to ensure compliance with the BSA rear operation plan. [ARTEP 63-005-MTP, Task 63-1-1050]
    - 2) Provides the BSA sector's tactical situation and status to the DISCOM SPO section, the division RCPOC, and the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1050].
  - c. The FSB support operations section directs subordinate elements providing CSS direct support for conduct of brigade combat operations. This includes coordination for all aspects of support for brigade combat and combat support elements (e.g., DS field artillery battalion and engineer battalion).

- 1) The FSB support operations officer supervises external logistics and HSS operations. Coordination with the brigade S4 and TFs' HHC commanders is required. [ARTEP 63-005-MTP, Task 63-1-1022]
  - a) Directs lateral distribution of DS stocks as driven by changing requirements and priorities in support of brigade operations. [ARTEP 63-005-MTP, Task 63-1-1022]
  - b) Directs redistribution of logistics and HSS workloads as driven by changing requirements and priorities in support of brigade operations. [ARTEP 63-005-MTP, Task 63-1-1022].
  - c) Directs revision of customer lists as driven by changing requirements, workloads, and priorities. [ARTEP 63-005-MTP, Task 63-1-1022]
  - d) Supervises coordination of the weapon system replacement missions as directed by the DISCOM staff and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1022]
  - e) Supervises maintenance of the logistics and HSS situation map(s). [ARTEP 63-005-MTP, Task 63-1-1022]
  - f) Supervises operations of the support operations section to ensure compliance with the service support annex and commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1022]
  - g) Supervises preparation of contingency support plans. [ARTEP 63-005-MTP, Task 63-1-1022]
  - h) Assigns liaison personnel to the supported brigade, if required. [ARTEP 63-005-MTP, Task 63-1-1022]
  - i) Provides operational briefings to the FSB commander and XO that provide actual status of logistics and HSS to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1022]
- 2) The FSB support operations section coordinates logistical aspects of the tactical situation. [ARTEP 63-005-MTP, Task 63-1-1022]
  - a) Coordinates repositioning of base locations based on the tactical situation with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1022]

- b) Coordinates NBC implications of current operations with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1022]
- 3) The FSB support operations section directs logistical support during the brigade's preparation for battle.
  - a) The FSB support operations section directs CL I support. [ARTEP 63-005-MTP, Task 63-1-1030]
    - (1) Coordinates CL I supply point operation schedule with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1030]
    - (2) Coordinates CL I deliveries from the DSA with the DMMC and the headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1030]
    - (3) Coordinates resolution of CL I problems with the brigade S4 and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1030]
    - (4) Coordinates ration change request from the brigade S4 with the DMMC. [ARTEP 63-005-MTP, Task 63-1-1030]
    - (5) Coordinates CL I air resupply operations with the brigade S4, the DMMC, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1030]
  - b) The FSB support operations section directs CL II support. [ARTEP 63-005-MTP, Task 63-1-1029]
    - (1) Monitors requisitions and issues between maneuver brigade units and the FSB headquarters and supply company for compliance with sustainment controls in the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1029]
    - (2) Coordinates resolution of CL II supply problems with the brigade S4 and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1029]
    - (3) Coordinates deliveries from corps to brigade units with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1029]

- (4) Coordinates emergency or air resupply during NBC intrusions with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1029]
- c) The FSB support operations section directs the CL III system. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (1) Identifies all sustainment controls and priorities set forth in the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (2) Forwards bulk fuel forecast from the brigade S4 to the DMMC. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (3) Coordinates throughput bulk products delivery with the brigade S4 and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (4) Coordinates resolution of actual or anticipated CL III problems with the brigade S4, the DMMC, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (5) Maintains current location(s) of CL III supply points in the BSA and supporting elements in the DSA. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (6) Monitors daily consumption reports from the FSB headquarters and supply company to the DMMC to ensure compliance with sustainment controls. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (7) Maintains current storage capabilities of the FSB headquarters and supply company and the maneuver battalions. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (8) Monitors maneuver battalions' basic load status in coordination with the brigade S4 to ensure that they are maintained at prescribed levels. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (9) Provides CL III status update to the support operations officer and the XO, as required. [ARTEP 63-005-MTP, Task 63-1-1026]



- d) The FSB support operations section coordinates CL III support activities. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (1) Coordinates CL III pickup schedules with the FSB headquarters and supply company, the brigade S4, and non-brigade elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (2) Monitors CL III requisitions and issues from distribution points to Bn TFs to ensure compliance with sustainment controls. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (3) Coordinates CL III deliveries by the FSB headquarters and supply company to using units with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (4) Coordinates fuel diversions or re-routes to meet unexpected surge requirements with the DISCOM material management center (MMC) and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (5) Coordinates the impact of the threat capability to interdict distribution routes with the FSB S2/3. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (6) Monitors CL III distribution point(s) daily status reports to verify current bulk and packaged CL III levels. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (7) Provides CL III status updates to the brigade S4 and the DISCOM SPO, as required. [ARTEP 63-005-MTP, Task 63-1-1026]
- e) The FSB support operations section coordinates CL III support during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (1) Identifies all sustainment controls and priorities set forth in the service support annex. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (2) Implements the increased consumption plan in coordination with the brigade S4, the DMMC, and the FSB headquarters

and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]

- (3) Provides adjustment recommendations for bulk fuel forecasts to reflect increased requirements to the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
- (4) Coordinates the relocation of CL III supply points to forward locations as the attack develops with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
- (5) Maintains current revisions to customer support lists that reflect changing operational requirements and priorities. [ARTEP 63-005-MTP, Task 63-1-1026]
- (6) Coordinates throughput bulk fuel and fog oil distribution with the DMMC and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
- (7) Coordinates bulk fuel airdrop or sling load resupply with the DISCOM SPO and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]

f) The FSB support operations section coordinates CL III support during defensive operations, including retrograde. [ARTEP 63-005-MTP, Task 63-1-1026]

- (1) Coordinates stockpiling of limited amounts of CL III products in centrally located battle positions as directed by the brigade S4 with the DMMC and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]
- (2) Monitors the petroleum, oil, and lubricant (POL) portion of push-packages to ensure that required amounts are forwarded until units request suspension of delivery through the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
- (3) Organizes CL III assets for nighttime resupply operations to reduce the chances of threat interference. [ARTEP 63-005-MTP, Task 63-1-1026]

- (4) Repositions CL III assets by echelon, to the rear. [ARTEP 63-005-MTP, Task 63-1-1026]
- (5) Directs the FSB headquarters and supply company to upload as many CL III assets as possible. [ARTEP 63-005-MTP, Task 63-1-1026]
- (6) Coordinates adjustments to the fuel consumption forecast to reduce the quantity of fuel pushed forward with the brigade S4 during retrograde operations. [ARTEP 63-005-MTP, Task 63-1-1026]
- (7) Coordinates the evacuation of petroleum products to planned fall-back points as directed by the brigade S4 with the DISCOM SPO and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]
- (8) Provides instructions for the destruction of petroleum products to supported and subordinate units to prevent their capture or use by enemy forces. [ARTEP 63-005-MTP, Task 63-1-1026]
- (9) Directs the evacuation of CL III at night and during periods of limited visibility. [ARTEP 63-005-MTP, Task 63-1-1026]
- (10) Coordinates security requirements with the brigade S3 and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
- g) The FSB support operations section coordinates CL III support in an NBC environment. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (1) Identifies the location, type, and amount of contaminated petroleum products within the BSA. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (2) Coordinates the issuance of contaminated petroleum products with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
- h) The FSB support operations section directs CL IV support. [ARTEP 63-005-MTP, Task 63-1-1029]

- (1) Monitors requisitions and issues between brigade units and the FSB headquarters and supply company for compliance with sustainment controls as established by the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1029]
  - (2) Coordinates resolution of CL IV supply problems with the brigade S4 or the brigade engineer and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1029].
  - (3) Coordinates delivery schedules with the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1029]
  - (4) Coordinates increased demands during defensive operations with the brigade S4, the DISCOM SPO, and the MSB support operations section. [ARTEP 63-005-MTP, Task 63-1-1029]
- i) The FSB support operations section directs the CL IV and V system. [ARTEP 63-005-MTP, Task 63-1-1027]
- (1) Identifies all sustainment controls and priorities set forth in the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (2) Coordinates resolutions of actual or anticipated CL IV and V problems with the brigade S4, the DISCOM SPO, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (3) Maintains current locations of all ATPs, corps ammunition supply points (ASP), and other stockpiles that are located in the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (4) Maintains current CL IV and V stockage levels of all brigade units. [ARTEP 63-005-MTP, Task 63-1-1027]
- j) The FSB support operations section coordinates CL IV and V activities in the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
- (1) Coordinates CL V supplies pickup schedules with the ATP and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]

- (2) Monitors CL V requisitions and issues from the ATP to Bn TFs to ensure compliance with established sustainment controls. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (3) Coordinates with the brigade S4 for CL IV and V deliveries from corps to brigade units. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (4) Provides recommendations to the DAO and the brigade S4 concerning CL V cross-leveling and changes to support procedures as dictated by priorities and the changing tactical situation. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (5) Coordinates with the DAO, the ATP, and the brigade S4 on CL V diversions or re-route to meet unexpected surge requirements. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (6) Coordinates ammunition supply quality assurance, explosive ordnance disposal, and inspection/malfunction investigations with the DISCOM SPO and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (7) Monitors levels by inspecting the ATP daily stockage report to the DMMC DAO. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (8) Provides ammunition status updates to the support operations officer and the XO, as required. [ARTEP 63-005-MTP, Task 63-1-1027]
- k) The FSB support operations section coordinates CL V support during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1027]
- (1) Identifies all sustainment controls and priorities set forth by the brigade OPORD or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (2) Identifies location(s) and amounts of all stockpiled ammunition located in the BSA or other forward locations. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (3) Coordinates with the DISCOM SPO section and the brigade S4 for additional transportation requirements for

the movement of ammunition within the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]

- (4) Coordinates with the brigade S4 and the DISCOM SPO section on the movement of the ATP as far forward as possible. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (5) Coordinates the movement of preplanned and pre-configured CL V push-packages with the brigade S4, the DMMC DAO, and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (6) Coordinates CL V airdrop or sling load resupply with the brigade S4, the DMMC DAO, and the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (7) Coordinates with the brigade S4 on the adjustment and redistribution of ammunition stocks as the tactical situation changes. [ARTEP 63-005-MTP, Task 63-1-1027]
- l) The FSB support operations section coordinates CL IV and V support during defensive operations, including retrograde. [ARTEP 63-005-MTP, Task 63-1-1027]
- (1) Coordinates with the brigade S4, the DMMC, and the FSB headquarters and supply company on stockpiling (caches) limited amounts of ammunition in centrally located occupied positions in the forward main battle area (MBA). [ARTEP 63-005-MTP, Task 63-1-1027]
  - (2) Coordinates adjustment of basic loads with the DMMC DAO to allow Bn TFs to stock increased amounts of ammunition. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (3) Coordinates with the brigade S4, the DMMC DAO, and the FSB headquarters and supply company on providing push packages of critical ammunition on a scheduled basis. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (4) Coordinates with the DMMC DAO and the DISCOM SPO section on locations of semitrailers and other vehicles loaded with unit type, high-usage ammunition, and CL IV barrier near positions expected to be occupied as defensive units fall back. [ARTEP 63-005-MTP, Task 63-1-1027]

- (5) Directs the ATP to prepare CL V supplies for rapid displacement. [ARTEP 63-005-MTP, Task 63-1-1027]
- (6) Coordinates with the brigade S4 on a night resupply plan to reduce the chance of threat interference. [ARTEP 63-005-MTP, Task 63-1-1027]
- (7) Coordinates the replenishment, reallocation, and redistribution of CL IV and V stocks as needed with the DMMC DAO. [ARTEP 63-005-MTP, Task 63-1-1027]
- (8) Coordinates limiting the flow of ammunition forward with the brigade S4, the DMMC DAO, and the ATP during retrograde operations. [ARTEP 63-005-MTP, Task 63-1-1027]
- (9) Provides instructions for the destruction of ammunition to prevent threat capture to supported units and subordinate units in accordance with TSOP. [ARTEP 63-005-MTP, Task 63-1-1027]
- (10) Coordinates for the storage of as much ammunition and CL IV barrier materials as possible on mobile tractor-trailers with the DISCOM SPO and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1027]
- (11) Coordinates the evacuation of CL IV and V supplies to planned fall-back points as directed by the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]
- (12) Directs the evacuation of CL IV and V at night and during periods of limited visibility. [ARTEP 63-005-MTP, Task 63-1-1027]
- (13) Coordinates security requirements for the movement or storing of CL V supplies with the brigade S3 or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]
- (14) Provides monitoring assistance of chemical munitions when those type of munitions are stored within the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]

- (15) Coordinates explosive ordnance disposal mission requirements in the BSA with the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1027]
- m) The FSB support operations section coordinates CL IV and V support in an NBC environment. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (1) Maintains location, type of, and amount of contaminated ammunition located in BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (2) Coordinates the movement of contaminated stocks with the brigade S4, the DMMC DAO, and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (3) Coordinates routes for transporting contaminated stock with the FSB S2/3 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (4) Coordinates the issuance of contaminated stock with the brigade S4, the ATP, and the DISCOM DAO. [ARTEP 63-005-MTP, Task 63-1-1027]
- n) The FSB support operations section directs CL VI support activities. [ARTEP 63-005-MTP, Task 63-1-1030]
  - (1) Coordinates requests for sundry items issue with the brigade S4 and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1030]
  - (2) Coordinates requests for exchange services with the brigade S4 and the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1030]
- o) The FSB support operations section directs CL VII support. [ARTEP 63-005-MTP, Task 63-1-1029]
  - (1) Monitors battle loss reports to identify CL VII replacement requirements. [ARTEP 63-005-MTP, Task 63-1-1029]
  - (2) Coordinates the assembly of end-items, crews, and ammunition if weapons system replacement is to be



conducted in the BSA. [ARTEP 63-005-MTP, Task 63-1-1029]

- (3) Coordinates CL VII deliveries with the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1029]
- (4) Coordinates weapon system replacement status that affects the supported brigade with the DMMC CL VII manager and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1029]

p) The FSB support operations section directs water support operations. [ARTEP 63-005-MTP, Task 63-1-1030]

- (1) Maintains current locations of all water points in the BSA and in the DSA. [ARTEP 63-005-MTP, Task 63-1-1030]
- (2) Coordinates water deliveries from rear areas to the BSA with the DMMC, the brigade S4, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1030]
- (3) Forwards current water point(s) operations hours to the brigade S4, FSB units, and all corps and divisional "slice" elements operating in the BSA. [ARTEP 63-005-MTP, Task 63-1-1030]
- (4) Coordinates resolution of water supply problems with the brigade S4, the DMMC, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1030]
- (5) Provides water support status updates to the brigade and FSB staffs, as required. [ARTEP 63-005-MTP, Task 63-1-1030]

q) The FSB support operations section directs maintenance operations. [ARTEP 63-005-MTP, Task 63-1-1028]

- (1) Identifies all sustainment controls and priorities in the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1028]
- (2) Maintains current location(s) of all BSA maintenance elements and the locations of all supporting elements in the DSA. [ARTEP 63-005-MTP, Task 63-1-1028]

- (3) Maintains status of Bn TF's PLL in coordination with the brigade S4 and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (4) Maintains status of the capabilities of the maintenance system, to include equipment, personnel, and vehicles. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (5) Provides maintenance sustainment system updates to the brigade S4 and the DISCOM staff, as required. [ARTEP 63-005-MTP, Task 63-1-1028]
- r) The FSB support operations section coordinates maintenance support activities. [ARTEP 63-005-MTP, Task 63-1-1028]
- (1) Monitors battle damage assessment and repair (BDAR) efforts of subordinate elements to ensure that the focus is on the equipment and weapon systems that have an immediate effect on the combat mission. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (2) Coordinates vehicular recovery of equipment to maintenance collection points with the brigade S4 and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (3) Coordinates repair time guidelines with the brigade S4 and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (4) Monitors cannibalization activities at maintenance collection points to ensure compliance with the brigade's and division's disposition instructions. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (5) Coordinates with the brigade S4 on lateral shifting of evacuation by focusing evacuation efforts where backlogs are creating problems in the maneuver battalions. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (6) Coordinates controlled exchange activities with the brigade S4 and the FSB maintenance company to ensure

compliance with the brigade's and division's directives.  
[ARTEP 63-005-MTP, Task 63-1-1028]

- (7) Monitors repair parts supply system for compliance with issue controls and priorities as directed by the brigade S4 and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1028]
- (8) Coordinates the evacuation of vehicles and equipment to the rear with the DISCOM SPO and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1028]
- (9) Inspects the ASL change list in coordination with the FSB maintenance company to ensure that only essential items are retained. [ARTEP 63-005-MTP, Task 63-1-1028]
- (10) Monitors automated maintenance management system output data to assist in forecasting requirements, scheduling workloads, reducing backlogs, and analyzing performance indicators. [ARTEP 63-005-MTP, Task 63-1-1028]
- (11) Provides maintenance system report updates to the DISCOM and brigade staffs, as required. [ARTEP 63-005-MTP, Task 63-1-1028]

s) The FSB support operations section coordinates maintenance support during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1028]

- (1) Coordinates with the brigade S4 and the FSB maintenance company on the relocation of MSTs to accompany or follow attacking elements. [ARTEP 63-005-MTP, Task 63-1-1028]
- (2) Provides instructions on the priority of critical items repairs. [ARTEP 63-005-MTP, Task 63-1-1028]
- (3) Provides instructions on unserviceable or reparable items accountability and evacuation limitations. [ARTEP 63-005-MTP, Task 63-1-1028]
- (4) Provides an alert of increased reinforcing support requirements to the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1028]

- (5) Directs recovery operations using all available recovery and evacuation assets in the BSA in coordination with the Bde S4. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (6) Coordinates with the DISCOM SPO and the FSB maintenance company on the uploading of combat-essential ASL and PLL stocks for quick redeployment forward. [ARTEP 63-005-MTP, Task 63-1-1028]
- t) The FSB support operations section coordinates maintenance support during defensive and retrograde operations. [ARTEP 63-005-MTP, Task 63-1-1028]
- (1) Coordinates the maintenance repair parts portion of push-packages with the brigade S4 and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (2) Consolidates operations of different types of MSTs to maximize the use of available transportation assets. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (3) Provides instructions on the forward deployment of MSTs consistent with the tactical situation. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (4) Directs maintenance efforts to ensure the return of critical reparable weapons systems to battle in the least time possible. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (5) Coordinates the relocation of maintenance elements that are not part of MSTs with the brigade S4 and the FSB maintenance company by echeloning non-team elements to the rear. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (6) Coordinates security requirements for maintenance operations with the brigade S3 or S4. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (7) Identifies all units within the BSA that have recovery capabilities. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (8) Coordinates with the DMMC, the brigade S4, and the FSB maintenance company on limiting the flow of repair parts

and replacement components forward. [ARTEP 63-005-MTP, Task 63-1-1028]

- (9) Coordinates additional transportation requirements needed to deploy maintenance elements and critical reparable equipment to the rear with the brigade S4, the DISCOM SPO, and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (10) Directs the evacuation of maintenance elements that have critical reparables to fall-back points as directed by the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (11) Coordinates the authorization for a cannibalization exception to policy with the DISCOM SPO and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (12) Directs the destruction of critical nonreparable and non-critical equipment that is not reparable within the established time frame in coordination with the brigade S4 and in accordance with established directives. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (13) Directs the evacuation of supplies and equipment at night and during other periods of limited visibility, if the tactical situation permits. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (14) Coordinates security requirements for maintenance operations with the brigade S3 or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]
- u) The FSB support operations section coordinates maintenance support in an NBC environment. [ARTEP 63-005-MTP, Task 63-1-1028]
- (1) Maintains current locations of the amount and type of contamination affecting BSA maintenance elements in coordination with the FSB S2/3. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (2) Provides instructions on the priority of contaminated equipment for repairs, recovery, and evacuation in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]

- (3) Coordinates requirements for decontamination teams with the brigade S4 and the FSB S2/3. [ARTEP 63-005-MTP, Task 63-1-1028]
- v) The FSB support operations section directs BSA HSS operations. [ARTEP 63-005-MTP, Task 63-1-1031]
  - (1) Monitors patient evacuation operations in coordination with the FSB medical company to ensure maximum efficiency of available evacuation assets. [ARTEP 63-005-MTP, Task 63-1-1031]
  - (2) Requests additional HSS requirements from the DMOC when FSB medical capabilities have been exceeded. [ARTEP 63-005-MTP, Task 63-1-1031]
  - (3) Provides changes to operations and plans to the FSB medical company. [ARTEP 63-005-MTP, Task 63-1-1031]
  - (4) Provides HSS status updates to the brigade S4 and the FSB staffs, as required. [ARTEP 63-005-MTP, Task 63-1-1031]
  - (5) Coordinates forward echelon of medical evacuation elements in support of offensive operations with the FSB medical company, the brigade S4, and the DMOC. [ARTEP 63-005-MTP, Task 63-1-1031]
  - (6) Coordinates the relocation of medical elements to fall-back positions in support of defensive or retrograde operations with the FSB medical company, the brigade S4, and the DMOC. [ARTEP 63-005-MTP, Task 63-1-1031]
- w) The FSB support operations section directs medical supply and maintenance operations. [ARTEP 63-005-MTP, Task 63-1-1031]
  - (1) Monitors requisitions and issues from the FSB medical company to Bn TF's aid stations to ensure compliance with sustainment controls. [ARTEP 63-005-MTP, Task 63-1-1031]
  - (2) Coordinates resolution of medical resupply and maintenance problems with the brigade S4, the FSB

medical company, and the DMOC. [ARTEP 63-005-MTP, Task 63-1-1031]

- (3) Coordinates additional transportation requirements for delivery of medical supplies with the DISCOM SPO and the DMOC. [ARTEP 63-005-MTP, Task 63-1-1031]
- x) The FSB support operations section directs and maintains status of BSA transportation assets. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (1) Maintains current locations of all BSA transportation assets and locations of all transportation activities supporting the BSA. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (2) Maintains BSA transportation capabilities by reviewing the logistics statistics (LOGSTAT) report from subordinate and brigade units in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (3) Coordinates transportability priorities, task organization, and highway regulations within the BSA with the DISCOM SPO and the supporting MP element. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (4) The FSB support operations section coordinates ground transportation support. [ARTEP 63-005-MTP, Task 63-1-1033]
    - (a) Monitors transportation operations to ensure that assets are committed based on priorities for movement established by the brigade OPORD and the FSB commander. [ARTEP 63-005-MTP, Task 63-1-1033]
    - (b) Recommends cross-leveling to equalize the workload throughout the BSA to support changing priorities to the brigade S4 and the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1033]
    - (c) Submits a road movement bid to obtain clearance to move convoys and oversize/overweight vehicles through the DSA to the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1033]

- (d) Coordinates delivery schedules of logistics items to the BSA with the DISCOM SPO to avoid traffic congestion in delivery areas. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (e) Coordinates delivery of supplies and equipment within the BSA with the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (f) Forwards requests for additional transportation from the brigade S4 to the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (g) Coordinates resolutions for transportation delays or problems with the brigade S4 and the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (h) Provides ground transportation status updates to the brigade and FSB staffs, as required. [ARTEP 63-005-MTP, Task 63-1-1033]
- (5) The FSB support operations branch coordinates air transportation support. [ARTEP 63-005-MTP, Task 63-1-1033]
- (a) Monitors preplanned airlift resupply requests in coordination with the DISCOM SPO to ensure validation and transmission to the DMMC. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (b) Coordinates airlift support operations requests between the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (c) Coordinates delivery times and locations with the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (d) Coordinates ground support and transportation requirements for all deliveries in the BSA. [ARTEP 63-005-MTP, Task 63-1-1033]



- (e) Provides air transportation support status update to brigade and FSB staffs, as required. [ARTEP 63-005-MTP, Task 63-1-1033]
- (6) The FSB support operations section coordinates transportation support in an NBC environment. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (a) Estimates the impact of NBC attacks on support operations in coordination with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (b) Coordinates the delivery of contaminated cargo with the brigade S4, the DISCOM SPO, and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (c) Disseminates information on contaminated routes and rerouting to all subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (d) Requests information on contaminated routes and highway reconnaissance data from the RCPOC, the DISCOM SPO section, and the MPs operating in the area. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (e) Coordinates the deliberate decontamination of transfer points with the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1033]
- 7) The FSB support operations section coordinates airdrop services. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (a) Provides instructions on policies and procedures for requesting airdrop service to the brigade S4 and other BSA elements. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (b) Provides technical assistance on airdrop, rigging, recovery, and maintenance of airdrop equipment to the supported brigade and other BSA elements. [ARTEP 63-005-MTP, Task 63-1-1034]

- (c) Forwards the airdrop request from the brigade S4 to the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1034]
- y) The FSB support operations section directs GRREG support in the BSA. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (1) Maintains current locations of GRREG collection points in the BSA and DSA. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (2) Monitors GRREG operations at BSA collection point(s) to ensure compliance with directed policies and procedures. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (3) Forwards additional evacuation requirements from the brigade S4 to the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (4) Monitors GRREG records and reports to ensure compliance with regulations, the FSB TSOP, and the brigade service OPOD. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (5) Coordinates aerial reconnaissance for search for remains with the brigade S4, the DISCOM SPO, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (6) Provides GRREG operation status update to the brigade S4 and the FSB staff, as required. [ARTEP 63-005-MTP, Task 63-1-1034]
- z) The FSB support operations section directs clothing exchange and bath, salvage, laundry, and renovation support. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (1) Requests support in coordination with the brigade S4 from the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (2) Coordinates location(s) and augmentation procedures with the FSB headquarters and supply company and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1034]

- (3) Provides times and schedules for services support to the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (4) Coordinates back-haul of all salvage equipment with the FSB headquarters and supply company, maintenance company, and the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (5) Provides support status updates to the brigade S4 and the FSB staff, as required. [ARTEP 63-005-MTP, Task 63-1-1034]
- 4) The FSB support operations officer oversees the preparation for conducting ROM operations.
- 5) The FSB support operations section directs and coordinates support for MPs, chemical elements, and other units which have no organizational or DS support operating in the brigade area. [FM 63-20, p. 1-5]
- d. The FSB staff directs internal FSB logistical preparations:
  - 1) The FSB S1 and S1 section coordinate internal medical support requirements. [ARTEP 63-005-MTP, Task 63-1-1042]
    - a) Calculate probable internal medical support requirements. [ARTEP 63-005-MTP, Task 63-1-1042]
    - b) Monitor routine and emergency treatment and evacuation procedures to ensure compliance with the medical support plan and instructions from the supporting medical element. [ARTEP 63-005-MTP, Task 63-1-1042]
    - c) Monitor FSB preventive medicine measures to ensure compliance with the TSOP. [ARTEP 63-005-MTP, Task 63-1-1042]
    - d) Develop a battle stress management plan. [ARTEP 63-005-MTP, Task 63-1-1042]
  - 2) The FSB S4 and S4 section coordinate internal FSB maintenance operations. [ARTEP 63-005-MTP, Task 63-1-1025]
    - a) Consolidate subordinate elements' maintenance reports to analyze the overall FSB equipment readiness. [ARTEP 63-005-MTP, Task 63-1-1025]

- b) Provide equipment status reports to the FSB commander and other staff sections for mission planning purposes. [ARTEP 63-005-MTP, Task 63-1-1025]
  - c) Monitor the maintenance management system automated data output to assist in forecasting requirements and analyzing performance indicators. [ARTEP 63-005-MTP, Task 63-1-1025]
  - d) Coordinate current or anticipated maintenance problems with all other FSB staff sections and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1025]
  - e) Monitor FSB subordinate elements' PLL to ensure that levels are consistent with sustainment controls established in the FSB TSOP and guidance from the DMMC. [ARTEP 63-005-MTP, Task 63-1-1025]
  - f) Coordinate recovery and evacuation assets with subordinate elements to ensure the timely recovery and evacuation of all FSB equipment. [ARTEP 63-005-MTP, Task 63-1-1025]
  - g) Monitor the controlled substitution program within the FSB to ensure compliance with the guidance and priorities established by the FSB commander. [ARTEP 63-005-MTP, Task 63-1-1025]
  - h) Coordinate the priority of maintenance efforts and repair time guidelines with the FSB S2/3 and the FSB support operations sections and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1025]
  - i) Provide a current materiel readiness briefing to the FSB commander and XO, as required. [ARTEP 63-005-MTP, Task 63-1-1025]
- 3) The FSB S4 and S4 section coordinate internal FSB supply operations. [ARTEP 63-005-MTP, Task 63-1-1025]
- a) Monitor subordinate elements' supply operations to ensure compliance with the FSB TSOP and applicable regulations. [ARTEP 63-005-MTP, Task 63-1-1025]
  - b) Process requests for replenishing basic loads to verify requirements and accuracy. [ARTEP 63-005-MTP, Task 63-1-1025]

- c) Maintain data on available usage and required rates for CL III and V supplies. [ARTEP 63-005-MTP, Task 63-1-1025]
- d) Monitor CL V resupply activities of subordinate elements to ensure compliance with established issue controls. [ARTEP 63-005-MTP, Task 63-1-1025]
- e) Monitor FSB CL III resupply activities to ensure compliance with established issue controls. [ARTEP 63-005-MTP, Task 63-1-1025]
- f) Coordinate schedules and methods of distribution between subordinate and supporting elements. [ARTEP 63-005-MTP, Task 63-1-1025]
- g) Coordinate receipt and disposition of captured enemy equipment with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1025]
- h) Maintain property book records of subordinate elements and any separate elements operating in the BSA. [ARTEP 63-005-MTP, Task 63-1-1025]
- i) Record adjustments, issues, turn-ins, property losses, and status reports using standard property book system - redesigned (SPBS-R) programs. [ARTEP 63-005-MTP, Task 63-1-1025]
- j) Calculate consumption rates for MOPP gear and decontamination supplies. [ARTEP 63-005-MTP, Task 63-1-1025]
- k) Maintain the current FSB commander's critical items list. [ARTEP 63-005-MTP, Task 63-1-1025]
- 4) The FSB S4 and the S4 section direct and coordinate FSB field services requirements. [ARTEP 63-005-MTP, Task 63-1-1025]
  - a) Forward the FSB field feeding plan to all organic and attached elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1025]
  - b) Inspect field feeding operations and the ration storage areas of the battalion's subordinate elements to ensure compliance with the feeding plan and sanitation regulations. [ARTEP 63-005-MTP, Task 63-1-1025]

- c) Coordinate field service requirements for all subordinate elements with the DISCOM S4 or the FSB support operations section. [ARTEP 63-005-MTP, Task 63-1-1025]
  - d) Coordinate water requirements for all subordinate elements with the DISCOM S4 or the FSB support operations section. [ARTEP 63-005-MTP, Task 63-1-1025]
  - e) Provide a food service and field services status briefing to the FSB S4 officer and the FSB commander. [ARTEP 63-005-MTP, Task 63-1-1025]
- 5) The FSB S4 and S4 section coordinate FSB internal transportation requirements. [ARTEP 63-005-MTP, Task 63-1-1025]
  - a) Consolidate transportation requirements for all FSB elements. [ARTEP 63-005-MTP, Task 63-1-1025]
  - b) Coordinate FSB administrative transportation requirements with the DISCOM S4 or the FSB support operations section. [ARTEP 63-005-MTP, Task 63-1-1025]
  - c) Coordinate transportation for EPW evacuation with the supporting MP element in coordination with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1025]
  - d) Prepare load plans for the FSB headquarters in coordination with the FSB headquarters and supply company commander. [ARTEP 63-005-MTP, Task 63-1-1025]
  - e) Provide an internal transportation status report to the FSB commander and XO, as required. [ARTEP 63-005-MTP, Task 63-1-1025]
- e. The FSB commander exercises leadership and maintains unit cohesion and discipline. [Battle Command, p. 11-15; FM 22-100, Chaps 4, 5 and 6]
  - 1) The FSB commander checks and ensures that orders are executed; reinforces discipline by demanding compliance to standards and his guidance.
  - 2) The FSB commander observes subordinates for:

- a) Indicators of shortfalls in performance or manner of performance and takes corrective action as necessary.
  - b) Noteworthy performance so that he can praise accomplishments.
- 3) The FSB commander displays a calm presence to subordinates while clearly delineating guidance and providing precise and simple orders and instructions.
- 4) The FSB commander maintains a moral presence.
- 5) The FSB commander monitors subordinates and himself for degradation of mental and physical capability. [Battle Command, p. 27 and 28]
- a) The FSB commander monitors his own physical and mental state and gets rest.
  - b) The FSB commander and subordinate leaders implement the FSB staff sleep plan. [ARTEP 63-005-MTP, Task 63-1-R303]
    - (1) Coordinate with the FSB headquarters and supply company for a safe and secure sleep area for staff personnel. [ARTEP 63-005-MTP, Task 63-1-R303]
    - (2) Develop a sleep plan that provides all soldiers 3 to 4 hours of uninterrupted sleep per day. [ARTEP 63-005-MTP, Task 63-1-R303]
    - (3) Adjust the sleep plan as dictated by the tactical situation. [ARTEP 63-005-MTP, Task 63-1-R303]
  - c) The FSB staff section leaders implement task rotation or restructuring procedures. [ARTEP 63-005-MTP, Task 63-1-R303]
    - (1) Cross-train unit personnel on all critical tasks. [ARTEP 63-005-MTP, Task 63-1-R303]
    - (2) Implement a plan for rotation of staff personnel between demanding and non-demanding tasks. [ARTEP 63-005-MTP, Task 63-1-R303]
    - (3) Assign two staff members to function independently on tasks requiring a high degree of accuracy. [ARTEP 63-005-MTP, Task 63-1-R303]

- (4) Adjust task rotation policies and procedures to the tactical situation. [ARTEP 63-005-MTP, Task 63-1-R303]
- d) The FSB staff section leaders implement stress coping and management techniques. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (1) Implement a buddy system throughout the entire staff to observe signs of stress or battle fatigue. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (2) Provide instructions on relaxation techniques to all staff personnel. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (3) Reintegrate “return to duty” stress or battle-fatigue soldiers into their specific element or section. [ARTEP 63-005-MTP, Task 63-1-R303]
- e) The FSB commander and subordinate leaders implement stress treatment techniques. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (1) Implement a plan to deal with mild, seriously stressed, or battle-fatigue cases. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (2) Assign staff members showing signs of stress or battle-fatigue to simple tasks. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (3) Direct the movement of FSB staff members showing no signs of improvement to supporting medical facilities. [ARTEP 63-005-MTP, Task 63-1-R303]
- f) The FSB leaders employ preventive stress measures and take stress prevention actions. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (1) Maintain a positive attitude concerning the unit’s mission, purpose, and abilities. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (2) Comply with the FSB commander’s sleep plan. [ARTEP 63-005-MTP, Task 63-1-R303]



- (3) Identify other staff members who show signs of stress or battle fatigue. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (4) Report signs of stress or battle fatigue of other FSB staff members to their immediate supervisor. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (5) Provide the entire staff an accurate assessment of the friendly and threat situation. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (6) Brief the FSB commander's intentions to all FSB staff personnel. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (7) Speak positively concerning the FSB's missions, purposes, and abilities. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (8) Implement a positive attitude throughout the FSB staff. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (9) Employ an information dissemination plan designed to quell and prevent rumors. [ARTEP 63-005-MTP, Task 63-1-R303]
- g) FSB staff officers supervise operations of their sections. [ARTEP 63-005-MTP, Task 63-1-1037]
- (1) Assigns specific areas of responsibility and work shifts to all assigned staff members for a 24-hour-a-day operation. [ARTEP 63-005-MTP, Task 63-1-1037]
  - (2) Enforces sleep plans that are consistent with the phases of the brigade's operation. [ARTEP 63-005-MTP, Task 63-1-1037]
  - (3) Monitors the performance of personnel in their specified areas of expertise to ensure compliance with established guidance and the TSOP. [ARTEP 63-005-MTP, Task 63-1-1037]
- f. The FSB commander and staff integrate support of tactical operations through backbriefs. [FM 101-5, pp. 4-59/60]

- 1) The FSB commander conducts backbriefs with the FSB staff and subordinate commanders.
  - a) Conducted during and after the FSB commander's inspections and visits.
  - b) Conducted as directed by the FSB commander.
  - c) Conducted during rehearsals to:
    - (1) Ensure understanding of the concept of the operation.
    - (2) Disseminate information and changes which occur as a result of plan refinement during the rehearsal.
  - d) The FSB staff and subordinate commanders perform backbriefs and are responsible for:
    - (1) Describing in detail how their support plan will be conducted.
    - (2) Describing how their concept of the operation supports the FSB commander's intent and contributes to the FSB mission.
    - (3) Describing the level of preparation achieved, preparation activities still required to be completed, and how they will adhere to the mission timelines.
- 2) The FSB commander conducts a backbrief with the brigade commander.
- 3) The FSB staff disseminates information and changes which occur as a result of plan refinement.
- g. The FSB commander integrates support of tactical operations through rehearsals. [FM 101-5, App M]
  - 1) The FSB commander and staff plan and prepare for rehearsals. The rehearsal process culminates in the FSB commander participating in the brigade rehearsal. In preparation for the brigade rehearsal and to prepare the BSA elements to support the brigade, the FSB rehearsal involves all BSA elements. The FSB commander may combine rehearsal techniques. [FM 101-5, App M]

- a) Rehearsal planning.
  - (1) Earlier concepts and guidance for rehearsals are reviewed to ensure that rehearsals can be conducted as initially visualized.
    - (a) Rehearsal goals and focus.
    - (b) Technique/method of rehearsal.
    - (c) Rehearsal participants.
    - (d) Rehearsal times and places.
  - (2) Rehearsal planning is updated based on: [FM 101-5, p. M-2]
    - (a) Time available.
    - (b) Training status of troops.
    - (c) Complexity of the operation.
    - (d) Unit familiarity with rehearsal techniques and SOPs.
- b) The FSB commander and S2/3 prioritize tasks to be rehearsed based on: [FM 101-5 pp. M-10 and M-11]
  - (1) Key (critical) events and activities to be performed in battle.
  - (2) Complexity.
  - (3) Those tasks which leaders and soldiers are not trained on.
- c) The FSB staff and subordinate units prepare for the rehearsal.
  - (1) Subordinate units develop at least a tentative plan prior to their participation in a FSB rehearsal in order to allow effective feedback on the FSB plan.
  - (2) Subordinate units conduct their own rehearsals and prepare vehicles, equipment, and soldiers prior to FSB rehearsals.

- (3) FSB level rehearsals are not so numerous or so closely spaced together that subordinate units are not afforded time for their rehearsals nor are subordinate commanders required to be in two different places at the same time.

d) Techniques:

- (1) Level I: Small-scale rehearsals. Techniques include:
  - (a) Map: A limited number of participants due to map size, used when time and space constraints are limited.
  - (b) Sand table/terrain model: Key leaders only, used to compensate for lack of sufficient time.
  - (c) Rock/stick drill: The same characteristics as sand-table/terrain models, except that participants replicate their actions or their unit's actions.
  - (d) Radio/telephone: Participants as directed by the FSB commander, used when time and enemy situations do not allow gathering of personnel; used to test radios and determine backup systems in the event of communications equipment failure.
- (2) Level II: Focused rehearsals using selected personnel, usually key leaders, over similar terrain; technique used is tactical exercise without troops (TEWT), where key leaders participate; this is conducted on actual mission terrain or similar terrain.
- (3) Level III: An FSB full-scale dress rehearsal involving use of real-time movement over actual mission or similar terrain.

e) Rehearsal types:

- (1) Type A:
  - (a) The FSB commander.
  - (b) The FSB XO.

- (c) The FSB S2/3.
  - (d) The FSB support operations officer.
  - (e) The FSB primary staff.
  - (f) The FSB BMO.
  - (g) FSB subordinate commanders and other BSA unit commanders (TF field trains) and/or support platoon leaders.
  - (h) The brigade S4.
- (2) Type B:
- (a) The FSB commander.
  - (b) The FSB XO.
  - (c) The FSB S2/3.
  - (d) The FSB support operations officer.
  - (e) FSB subordinate commanders and other BSA unit commanders (TF field train) and/or support platoon leaders.
  - (f) The brigade S4.
- (3) Type C:
- (a) The FSB commander.
  - (b) The FSB XO.
  - (c) The FSB S2/3.
  - (d) FSB subordinate commanders and other BSA unit commanders (TF field trains) and/or support platoon leaders.
  - (e) The brigade S4.

- (4) Type D:
    - (a) The FSB commander.
    - (b) The FSB S2/3.
    - (c) FSB subordinate commanders and other BSA unit commanders (TF field trains) and/or support platoon leaders.
    - (d) The brigade S4.
- 2) The FSB commander uses the DST and synchronization matrix as the framework to test and measure the FSB's ability to synchronize defense and support through rehearsals of the mission. [FM 63-20, pp. 3-2 and 5-11; FM 101-5, App M]
- 3) Roles of participants in FSB rehearsals, regardless of the type of rehearsal:
  - a) The FSB commander:
    - (1) Controls the rehearsal.
    - (2) Ensures that the rehearsal meets his goals.
    - (3) Briefs participants (or gives guidance to the FSB XO to brief) prior to the rehearsal.
      - (a) Each participant is introduced with a brief description of his duties and roles for the mission.
      - (b) An overview of:
        - 1 Missions and tasks to be rehearsed.
        - 2 The sequence of activities rehearsed.
        - 3 Rehearsal timelines (e.g., time to rehearse each event /phase of the mission).
        - 4 A description of the rehearsal site.
  - (4) Establishes the standard and outcome/goals to be achieved.

- (a) All subordinate commanders, staff, and other key personnel demonstrate that they fully understand their responsibilities within the parameters of the FSB commander's intent.
    - (b) Vulnerabilities in the plan are identified and the means to negate them are determined.
  - (5) Exercises the MDMP he expects to be faced with during the mission, paying particular attention to:
    - (a) Identifying times or events during the mission which will require him to make decisions.
    - (b) Observing how his decisions are implemented by FSB units and the staff.
    - (c) Identifying which decisions produce the outcome which supports his intent and desired endstate and which decisions will not contribute to achieving his intent and desired endstate.
    - (d) The utility of his decision-support aids (e.g., DST).
  - (6) Assesses the effect of FSB actions to achieve the desired endstate (with FSB S2/3 assistance).
- b) The FSB XO:
- (1) Ensures that he is prepared to lead and direct the FSB in the event of the loss of the FSB commander.
  - (2) Ensures that the FSB staff is prepared to receive and evaluate information and disseminate it to the FSB commander and subordinate units.
  - (3) Describes the positioning and the movement of FSB CPs during the mission.
  - (4) Briefs participants in the place of the FSB commander as directed.

- (5) Ensures that all changes to the plan are recorded, coordinated and supporting products are updated.

c) The FSB S2/3:

- (1) Describes the overall operation.
- (2) Ensures that FSB elements are synchronized in terms of timing to support the brigade and FSB movement.
- (3) Describes the positioning and the movement of the FSB command group during the mission.
- (4) Assists the FSB commander in tracking the effect of FSB actions to achieve the desired endstate.
- (5) Portrays enemy actions and responses.
  - (a) Replicates all plausible and possible events and activities.
  - (b) Ensures that enemy actions are properly depicted and understood so the FSB commander, subordinate commanders, and staff are able to anticipate actions during execution.
- (6) Provides updated enemy and terrain information.
- (7) Describes ADA coverage of the FSB to include routes and positions.
- (8) Portrays enemy air avenues of approach and expected activity.
- (9) Ensures that ADA elements rehearse early warning and weapons control status changes to ensure that the FSB is capable of engaging enemy aircraft with all weapons systems.
- (10) Describes NBC decontamination support of the FSB (e.g., sites, equipment and procedures if other than TSOP).
- (11) Portrays potential enemy use of chemicals against the FSB.



- (12) Describes helicopter operations in support of the FSB.
- d) The FSB support operations officer describes the brigade plan and the brigade commander's intent by phase. He also discusses possible branches and sequels and the FSB commander's concept of support:
  - (1) Describes the plan for providing routine and emergency resupply of CL III and V.
  - (2) Describes the plan for providing a supply of barrier and survivability material in the event of hasty or deliberate defense.
  - (3) Describes the plan for providing chemical defense equipment and supplies in the event of an enemy NBC strike.
  - (4) Identifies LRPs and the plan for linking-up with task force CSS elements.
  - (5) Describes the plan for the battlefield recovery and evacuation of damaged or disabled equipment.
  - (6) Describes the plan for the emergency resupply of CL IX.
  - (7) Describes the plan for medical evacuation and treatment (air and ground).
  - (8) Identifies the location of AXPs and patient transfer procedures.
  - (9) Identifies the location of BASs and the plan for emergency resupply and/or reconstitution of BASs.
  - (10) Identifies locations and procedures for decontaminating and treating NBC contaminated patients.
  - (11) Identifies locations and procedures for conducting ROM operations.
- e) The FSB S4 (representing the CSS staff).
  - (1) Describes CSS support of the FSB.

- (2) Portrays the positioning and the movement of CSS assets.
- f) The FSB and other BSA subordinate commanders (TF field trains) and, if time and situation allow, subordinate platoon leaders: [FM 101-5, p. M-15]
  - (1) Describe their missions.
  - (2) Demonstrate how they will accomplish their assigned mission.
- 4) Time dependent, the entire operation is thoroughly rehearsed.
- 5) Conduct of rehearsals.
  - a) A slow walk-through of the mission is performed, with staff and subordinate leaders explaining their actions at every step to ensure understanding; then it is rehearsed at combat speed with minimal guidance.
  - b) Rehearsals are conducted from the point of threat identification up to the point where the FSB is able to complete the mission.
  - c) All FSB systems participate if time is available; representative portions of FSB systems participate if time or space is not available.
  - d) During the rehearsal, participants execute exactly as they would in combat.
  - e) The rehearsal is realistic, with an accurate replication of the enemy.
- 6) The FSB commander, S2/3, and other key staff officers conduct rehearsal after-action reviews (AAR) to ensure that critical tasks are rehearsed to acceptable levels of competence. [FM 101-5, p. M-15]
- h. The FSB commander integrates the BOS during visits, backbriefs, and rehearsals. [FM 101-5, p. H-36 - H-42]
  - 1) The FSB commander integrates intelligence requirements with the other BOS.

- a) The FSB commander and the FSB S2/3 review the DST and enemy situation template to ensure that threat courses of action are clear and understood.
- b) The FSB S2/3 processes information and disseminates updated intelligence of the enemy situation, terrain, and weather.
- 2) The FSB commander integrates maneuver requirements with the other BOS.
  - a) Subordinate FSB unit plans are verified and integrated with the FSB plan.
  - b) Base defense plans are consolidated into the BSA defense plan.
  - c) Base ADC plans are consolidated into the BSA ADC plan. [ARTEP 63-005-MTP, Task 63-1-1050]
  - d) A tactical combat force, designated by the brigade, is positioned and prepared to counter level III threats. [FM 63-20, p. 5-12]
  - e) Base commanders prepare for the defense of areas. [FM 63-20, pp. 5-13 and 5-14]
    - (1) Coordinate with the base on each side to plan mutually supporting fires and to avoid engaging each other.
    - (2) Each individual is assigned a fighting position.
    - (3) Individual fighting positions are prepared to standard.
    - (4) Crew-served weapons are emplaced in fighting positions with primary and secondary sectors of fire.
    - (5) Target reference points are positioned to be able to direct fire against approaching ground or enemy forces.
    - (6) All weapon-carrying vehicles are placed on the base perimeter.
    - (7) LPs and OPs are emplaced.
    - (8) Patrols are executed as required.

- (9) Noise and light discipline is enforced.
- (10) Camouflage is properly used.
- (11) Hasty obstacles are emplaced and covered by observation and fire.
- (12) The base reaction force is prepared to respond immediately against a threat within the base.
- (13) Soldiers know alert signals and proper responses to artillery and air attacks.
- (14) Sector sketches are prepared and provided to the main CP.
- f) FSB contingency plans, branches, and sequels are verified and synchronized with all BSA elements.
- g) Reactions to NBC attacks are integrated to ensure force protection and to reinforce the FSB's ability to perform its mission on a contaminated battlefield. [FM 63-20, App B]
- h) The FSB S2/3 section directs preparation for NBC defense. [ARTEP 63-005-MTP, Task 63-1-1040]
- 3) The FSB commander integrates fire support requirements with the other BOS.
  - a) The fire support plan is validated with the brigade FSO to ensure that it can be initiated simultaneously with and is synchronized to support direct fires and the FSB defense plan. [FM 63-20, p. 5-9]
  - b) Refinements to the fire support plan are integrated into FSB FRAGOs, the DST, and the synchronization matrix.
  - c) Control measures (e.g., trigger lines, execution criteria) and restrictions and communications (primary and alternate) between observers and the BCOC are verified.
  - d) The FSB S2/3 coordinates with the brigade FSO to verify that the FSB fire support plan can be supported by and is synchronized with the brigade fire support plan. [FM 63-20, p. 5-9]
- 4) The FSB commander integrates AD requirements with the other BOS.

- a) ADA crews are prepared to acquire and engage enemy air attacks along air avenues of approach. [FM 63-20, p. 5-9]
  - b) AD assets are ready to move with FSB/BSA elements to ensure that planned support is provided without interfering with the movement.
  - c) The FSB commander and brigade ADALO review ADA coverage plans to identify weaknesses. [FM 63-20, p. 5-9]
  - d) Subordinate FSB units perform passive AD measures during the preparation phase and are prepared to perform those measures during the mission.
- 5) The FSB commander integrates M/CM/S requirements with the other BOS.
- a) The countermobility plan is checked to ensure integration of direct and indirect fire for each obstacle.
  - b) Survivability positions for vehicles, personnel, and equipment are completed to standard.
  - c) The barrier material distribution plan is checked to ensure that it is delivered to the right place at the right time. [FM 63-20, p. 5-3]
  - d) The FSB CP must coordinate all minefields, obstacles, and artillery fires within the BSA. [FM 63-20, p. 5-9]
- 6) The FSB commander integrates CSS requirements with the other BOS.
- a) CSS assets are prepared to provide planned supply, medical, and maintenance support to the FSB and its customers during the mission.
  - b) Push packages of emergency resupplies in support of the brigade are configured and ready. [FM 63-20, p. 7-21]
  - c) Designated MSR and ASRs are assessed to ensure that CSS assets can provide timely response.
  - d) Medical assets and operations are prepared to support the FSB HSS mission. [FM 63-20, Chap 8]

- (1) Ambulances are ready to provide planned support.
  - (2) Ambulance transfer points/collection points are located throughout the FSB and supported brigade.
  - (3) Aid station(s) and the FSB medical company are ready to receive and treat casualties.
- e) Vehicles and equipment are recovered, repaired, and returned to the user or delivered to higher maintenance echelons. [FM 63-20, p. 8-4]
- f) Maintenance assets are task organized and are prepared to provide support to the brigade combined arms units. [FM 63-20, pp. 8-6 - 8-8]
- g) The fog oil distribution plan is verified to ensure that it is delivered to smoke-generation elements in a timely manner. [FM 63-20, p. 7-9]
- h) The ROM plan is verified to ensure that it is capable of providing required fuel to brigade elements:
  - (1) MP assistance at the ROM sites.
  - (2) AD coverage required at each ROM site.
  - (3) Communications requirements at each ROM site.
- 7) The FSB commander integrates C2 requirements with the other BOS.
  - a) The FSB commander reviews the FSB DST and synchronization matrix to ensure that:
    - (1) Plan modifications are integrated.
    - (2) Mission details to achieve the brigade commander's intent are adequately reflected.
  - b) Subordinate unit FSB commanders demonstrate to the FSB commander an understanding of:

- (1) When, where, and how the FSB commander plans to support brigade operations while protecting the force.
  - (2) The brigade commander's intent and desired endstate.
  - (3) Their mission and how their plans are synchronized according to the DST with all elements with which they interrelate and with each battle phase of the FSB plan.
- c) The FSB commander reviews the criteria for the employment of the FSB reaction force to verify that his intent and visualized endstate can be achieved. [FM 63-20, p. 5-11]
- d) The BSA response forces are based on number of personnel, type weapons, and current mission of each base. [ARTEP 63-005-MTP, Task 63-1-1050]
- e) Command and control measures planned for the mission are reviewed by the FSB commander, staff, and subordinate leaders to ensure completeness and understanding.
- f) FSB CPs and staff are prepared to support the mission.
  - (1) Are ready to receive, process, and disseminate information.
  - (2) Exchange information with brigade and DISCOM and supported units.
- 8) The FSB commander determines the FSB state of mission preparedness through inspections and visits. Inspects BSA units' positions for OPSEC effectiveness. [ARTEP 63-005-MTP, Task 63-1-1037]
  - a) Questions subordinate leaders down to platoon leaders and compares their concepts of the operation with his to ensure that the FSB plan is synchronized at all levels.
  - b) Concentrates on those units and officers that demonstrate leadership weaknesses; checks/listens to be sure tasks are understood.
  - c) Inspects and spot-checks known weaknesses to ensure that they are corrected.
  - d) Makes a subjective assessment of cohesion, morale, and esprit.

- e) When actions taken are not in accordance with decisions, FSB TSOPs, Army standards, and the FSB OPORD, refines plans and preparation efforts to counter weaknesses.
  - f) Expedites actions, fixes problems, ensures compliance with guidance, and sets and refines standards.
  - g) Manages his time and prioritizes his visits so that he visits at least those units most critical to the execution of his intent.
  - h) Informs the FSB XO and the FSB commander's representatives, upon inspecting preparations, of any changes or refinements to the plan which he has directed.
- 9) The FSB commander extends his command presence by directing members of his staff (the FSB XO, CSM, or one or more FSB staff members) to perform inspections and visits.
- a) The FSB S2/3 section provides feedback on the status of the OPSEC program. [ARTEP 63-005-MTP, Task 63-1-1038]
    - (1) Inspects subordinate elements' positions for OPSEC effectiveness. [ARTEP 63-005-MTP, Task 63-1-1038]
    - (2) Inspects BSA camouflage and concealment measures for compliance with the FSB TSOP, the FSB OPORD, and the current tactical situation. [ARTEP 63-005-MTP, Task 63-1-1038]
    - (3) Identifies OPSEC weakness and recommended corrections by continuously reviewing brigade OPSEC updates. [ARTEP 63-005-MTP, Task 63-1-1038]
    - (4) Coordinates additional support requirements with the DISCOM SPO or the brigade S2. [ARTEP 63-005-MTP, Task 63-1-1038]
    - (5) Provides feedback reports to the FSB commander, staff, and subordinate elements on activities that affect OPSEC measures. [ARTEP 63-005-MTP, Task 63-1-1038]
    - (6) Supervises BSA participation in the overall brigade OPSEC plan. Provides feedback reports to the brigade S2 or S4 on



activities that affect OPSEC measures. [ARTEP 63-005-MTP, Task 63-1-1037]

- b) The FSB command section supervises activities of subordinate units. [ARTEP 63-005-MTP, Task 63-1-1045]
  - (1) Monitors the performance of subordinate elements to ensure that the required level of efficiency as prescribed in plans, policies, directives, and the FSB TSOP is maintained. [ARTEP 63-005-MTP, Task 63-1-1045]
  - (2) Monitors support plans to determine overall effectiveness. [ARTEP 63-005-MTP, Task 63-1-1045]
  - (3) Assigns specific tasks to subordinate units. [ARTEP 63-005-MTP, Task 63-1-1045]
  - (4) Monitors compliance with decisions, directives, and instructions to determine subordinate elements' implementation. [ARTEP 63-005-MTP, Task 63-1-1045]
- 10) Inspections and visits are scheduled; units may be informed of times.
  - a) Inspections and visits do not significantly interfere with, delay, or artificially sequence subordinate units' combat preparations.
  - b) The FSB commander determines and outlines those items and activities he will inspect based on:
    - (1) His experience.
    - (2) In-depth knowledge of the FSB and its equipment.
    - (3) His assessment of the current status of the units.
    - (4) Points and areas that mean the difference between mission success or failure.
    - (5) Items which serve as indicators of maintenance, readiness, or morale trends within the unit.
  - c) The FSB commander's representatives, conducting inspections and visits, inform him of refinements and adjustments that they have directed as well as problems that they have observed.

- i. The FSB commander ensures that the FSB OPORD/FRAGO and all critical associated documents are updated and reflect his most current guidance. [FM 101-5, App H]
  - 1) The FSB commander modifies his guidance and orders based on continued preparation activities, rehearsals, and other METT-T information.
  - 2) The FSB staff refines original the FSB OPORD and all associated documents based on continued preparation activities, rehearsals, and other METT-T information.
  - 3) The FSB staff refines the FSB FRAGO and all associated documents based on continued preparation activities, rehearsals, and other METT-T information.
- j. The FSB staff distributes the refined/updated FSB OPORD, FRAGO, and associated documents to the subordinate units operating in the BSA.
- k. FSB subordinate, attached, and OPCON units conduct final battlefield preparations based on the updated FSB OPORD, FRAGO, and associated documents. Information is exchanged to ensure that:
  - 1) The latest intelligence on the enemy is disseminated by the FSB S2/3.
  - 2) The latest DS support information is disseminated by the support operations officer.
  - 3) Modifications to the plan are reviewed to verify understanding.
  - 4) FSB staff officers and subordinate leaders perform final coordination.
  - 5) Problems are identified and compensated for.
  - 6) The session is timed to ensure that final coordination and plan modification can occur in a timely manner.
  - 7) The FSB S2/3 section task organizes subordinate units and elements for the support mission. [ARTEP 63-005-MTP, Task 63-1-1009]
    - a) Identifies total support requirements by reviewing the FSB commander's planning guidance and the restated mission. [ARTEP 63-005-MTP, Task 63-1-1009]

- b) Identifies unit availability by inspecting the DISCOM OPLAN. [ARTEP 63-005-MTP, Task 63-1-1009]
  - c) Identifies where to reduce or add units (or elements) by reviewing the supported brigade's scheme of maneuver and terrain factors. [ARTEP 63-005-MTP, Task 63-1-1009]
  - d) Organizes subordinate units based on their capability to accommodate the support mission. [ARTEP 63-005-MTP, Task 63-1-1009]
- 8) The FSB command section supervises activities of subordinate FSB units. [ARTEP 63-005-MTP, Task 63-1-1045]
- a) Monitors the performance of subordinate FSB units to ensure that the required level of efficiency as prescribed in plans, policies, directives, and the FSB TSOP is maintained. [ARTEP 63-005-MTP, Task 63-1-1045]
  - b) Monitors support plans to determine overall effectiveness. [ARTEP 63-005-MTP, Task 63-1-1045]
  - c) Assigns specific tasks to subordinate FSB units. [ARTEP 63-005-MTP, Task 63-1-1045]
  - d) Monitors compliance with decisions, directives, and instructions to determine subordinate elements' implementation. [ARTEP 63-005-MTP, Task 63-1-1045]

## TASKS ORGANIZED BY OUTCOMES

This component links the tasks with the outcomes the task performance supports. Each outcome is linked with all appropriate tasks. This component is used for two purposes. The first is to ensure that each BF outcome is sufficiently supported by all tasks necessary to achieve the outcome. The second is to verify that the outcomes selected support the BF purpose and that they are complete in that no additional outcomes are required to define the BF. This component can be used by trainers to facilitate assessment of training proficiency and to plan training.

### Outcome 1

The FSB command post (CP) and the battalion task force field trains elements maintain continuous communications with higher, adjacent, and subordinate headquarters.

### Task Elements

1. **Forward support battalion command post manages and maintains command, control, and communications.** [FM 101-5, Chap 6, pp. 3-84, 6-2, 6-8, 6-11, 6-33, 6-34, 7-19, C-2, App A and B; FM 63-20, Chap 3, pp. 4-19, 4-25, 5-2, 5-7, 5-8, 5-9, 6-2 and 6-5; ARTEP 63-005-MTP, Tasks 63-1-1037, 1038, 1041, 1045 and 1050; Battle Command, Techniques and Procedures]
  - b. FSB CP maintains communications (frequency modulated [FM] radio and multi-channel, wire, messenger) with subordinate units, BSA elements, and supporting and higher headquarters. [FM 63-20, p. 5-2]
    - 1) The FSB S2/3 section coordinates for the positioning of communications with the brigade signal element supporting the BSA. [FM 63-20, p. 4-25]
      - a) Remote antennas are located at least one kilometer away from FSB CPs.
      - b) Directional antennas are constructed and used.
      - c) Terrain features, such as hills, vegetation, and buildings, are used to mask transmissions.
      - d) Transmitters are dispersed.
    - 2) The FSB S2/3 section maintains communications systems for the FSB CP. [ARTEP 63-005-MTP, Task 63-1-1037]
      - a) Monitors all radio networks in order of priority as specified in the FSB OPORD and the TSOP. [ARTEP 63-005-MTP, Task 63-1-1037]

- b) Operates the BSA net control station (NCS) in accordance with the TSOP, the OPORD and the signal operations instructions (SOI). [ARTEP 63-005-MTP, Task 63-1-1037]
  - c) Develops an alternate communications plan to be implemented when established methods are disrupted or fail. [ARTEP 63-005-MTP, Task 63-1-1037]
- 5) The FSB S2/3 section ensures the establishment of a medical operations net for long-range voice capability to tie division medical elements to the corps medical treatment and evacuation systems. [FM 63-20, p. 4-19]
- 7) The FSB CP positions prior to mission execution to exercise command and control (C2) during the transition to battle.
- c) Considerations for positioning the FSB CP: [FM 63-20, pp. 5-7 - 5-9]
    - (1) Position the FSB CP near the center of the BSA perimeter for C2 and security reasons.
    - (3) Ensure that the Bn TF field trains and other units locate their CPs near the rear of their bases, closer to the CP to enhance communications and protection of C2 facilities.
    - (6) Locate the ATP a minimum of 180 meters from other supplies and 620 meters from the nearest inhabited tent, and, position the ATP adjacent to the maintenance company site to allow the maintenance company, which has the most self-defense assets in the FSB, to provide protection for the austere staffed ATP. The ATP should also be near, but off, the MSR so that the large numbers of corps trailers bringing ammunition into the area do not clog up the MSR and the BSA. [FM 63-20, p. 5-7]
    - (12) Position the signal platoon and MP platoon headquarters near the FSB CP to enhance support and security.
    - (13) Position units with the heaviest fire power, such as the maintenance company, along the most threatening avenues of approach.

- 8) The FSB CP positions to maintain communication and facilitate coordination. [FM 63-20, Chap 3]
  - e) Manages communications networks in support of counter R&S operations in order to maintain reporting linkages for critical sources of information.
  - f) Operates and monitors communications nets. [FM 63-20, p. 6-5]
    - (1) The FSB command net.
    - (2) The brigade command net.
    - (3) The DISCOM command/operations net.
    - (4) The brigade A/L net.
    - (5) Rear operations communications net.
  - g) The FSB staff is able to effectively collect, analyze, and pass critical information prior to mission execution.
    - (1) The FSB CP maintains voice communications with higher and subordinate units.
- 9) The FSB S2/3 section establishes the rear operations communications network. [ARTEP 63-005-MTP, Task 63-1-1050]
  - a) Maintains wire communications with all base cluster operations centers (BCOC) in the BSA. [ARTEP 63-005-MTP, Task 63-1-1050]
  - b) Establishes radio communications with the division rear command post operations center (RCPOC) and the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1050]
  - c) Develops an alternate communications plan which is implemented when established methods are disrupted or fail. [ARTEP 63-005-MTP, Task 63-1-1050]
- c. FSB CP protects friendly C2 while denying the enemy effective C2. [FM 101-5, pp. 7-1 - 7-2; Battle Command, Techniques and Procedures]

- 3) The FSB S2/3 section continuously monitors operations security (OPSEC) to enforce the OPSEC plan. [ARTEP 63-005-MTP, Task 63-1-1038]
  - a) Communications security measures are enforced to deny friendly information by telecommunications means. [ARTEP 63-005-MTP, Task 63-1-1038]
  - b) Electronics security measures to protect electromagnetic transmissions from enemy identification or location are enforced. [ARTEP 63-005-MTP, Task 63-1-1038]
  - c) Control of electronic emissions is exercised to defeat enemy detection devices. [ARTEP 63-005-MTP, Task 63-1-1038]
  - d) Electronic counter countermeasures (ECCM) are enforced to ensure that the FSB's receipt and transmission of mission-essential information are not disrupted. [ARTEP 63-005-MTP, Task 63-1-1038]
  - e) Information security measures are used to prevent the compromise of classified and nonclassified information. [ARTEP 63-005-MTP, Task 63-1-1038]
  - f) Physical security measures are enforced to prevent espionage, sabotage, or theft at headquarters or support facilities. [ARTEP 63-005-MTP, Task 63-1-1038]

2. **Forward support battalion command posts acquire, evaluate, and communicate information and maintain status.** [TRADOC Pam 11-9, Chap 7 and App D; FM 101-5, Chaps 3, 4 and 6, pp. 1-11 - 1-17, 3-50, 5-11, 6-5, 6-7, 6-8, 6-9, 6-11, 6-16, C-4, App A, C and D; FM 63-20, Chaps 7, 8 and 9, pp. 1-5, 2-3, 2-8, 3-2, 3-3, 3-4, 3-5, 5-2, 5-5, 5-6, 5-7, 5-9, 5-10, 5-11, 5-12, 5-13, 5-14, 6-2, 6-3, 6-4, 6-5, 6-6, 6-7, 6-8, 6-9, 7-3, 7-10, 9-11 and B-3; ARTEP 63-005-MTP, Task 63-1-1012, 1022, 1037, 1042, 1050 and 1051)

- d. The FSB commander and staff maintain information and status. [FM 63-20, p. 3-11]
- 9) The FSB S2/3 section updates communications products. [FM 63-20, p. 6-5]
  - a) Updated signal estimates (may or may not be in written form).
  - b) Communications network overlay, area coverage overlay, and dead space overlay.

- c) SOIs and secure equipment keying devices.

## Outcome 2

The FSB commander, staff, and other key individuals within the FSB receive, evaluate, and process timely and accurate information on the adherence to timelines and quality of battle preparation.

### Task Elements

1. **Forward support battalion command post manages and maintains command, control, and communications.** [FM 101-5, Chap 6, pp. 3-84, 6-2, 6-8, 6-11, 6-33, 6-34, 7-19, C-2, App A and B; FM 63-20, Chap 3, pp. 4-19, 4-25, 5-2, 5-7, 5-8, 5-9, 6-2 and 6-5; ARTEP 63-005-MTP, Tasks 63-1-1037, 1038, 1041, 1045 and 1050; Battle Command, Techniques and Procedures]
  - a. FSB CP manages means of command, control, and communications (C3). [FM 101-5, Chap 6, App B and L]
    - 4) FSB staff meetings are conducted as directed by the FSB XO. [FM 63-20, p. 5-2]
      - a) Each staff officer disseminates information relevant to the entire staff.
      - d) Information is passed to all BSA elements.
      - e) All elements in the BSA will send a representative to the meeting. [FM 63-20, p. 5-2]
    - 5) FSB staff huddles are conducted as directed by the FSB XO when time doesn't permit staff meetings. [FM 63-20, p. 5-2]
      - a) Information is shared among staff members.
      - b) Information is passed to all BSA elements.
    - 6) Each FSB staff officer identifies information requirements to enable him to coordinate FSB actions and plans, monitor the situation, and direct actions within his areas of responsibilities to: [FM 101-5, pp. 6-33 - 6-34]
      - a) Develop mutual support and to synchronize operations between the FSB and other BSA elements.



- b) As required, modify FSB preparation activities.
    - c) Support the direction of relevant aspects of FSB preparations.
  - 7) Each FSB staff officer ensures that his information requirements are known by the other staff officers. Information is used (as appropriate) to: [FM 101-5, p. 3-84, App A]
    - a) Transform pertinent information into usable data for decision-making. [ARTEP 63-005-MTP, Task 63-1-1045]
    - b) Coordinate information exchange within and with higher, adjacent, and subordinate units. [ARTEP 63-005-MTP, Task 63-1-1045]
    - c) Conduct operational briefings, as necessary. [ARTEP 63-005-MTP, Task 63-1-1045]
  - 8) Each FSB staff officer collects information from the other FSB staff officers and provides information to them. [FM 101-5, p. 3-84]
  - 9) FSB staff members perform external coordination and liaison to disseminate and collect information relevant to the FSB CCIR and IR and their own information requirements. Such coordination is performed with staff counterparts in higher headquarters, supporting, and supported units. The FSB command section provides staff liaison. [ARTEP 63-005-MTP, Task 63-1-1045]
    - a) Provides assistance to the supported brigade commander, if requested. [ARTEP 63-005-MTP, Task 63-1-1045]
    - b) Provides assistance in planning contingency operations, when required. [ARTEP 63-005-MTP, Task 63-1-1045]
  - 10) Each FSB staff officer collects information to answer the FSB CCIR and adjusts information collection efforts to satisfy CCIR changes directed by the FSB commander. [FM 101-5, p. 6-8]
- b. FSB CP maintains communications (frequency modulated [FM] radio and multi-channel, wire, messenger) with subordinate units, BSA elements, and supporting and higher headquarters. [FM 63-20, p. 5-2]
- 6) FSB CP eavesdrops on brigade, DISCOM, and adjacent unit command and operations and intelligence (O&I) nets as sources of information.

- 8) The FSB CP positions to maintain communication and facilitate coordination. [FM 63-20, Chap 3]
  - g) The FSB staff is able to effectively collect, analyze, and pass critical information prior to mission execution.
- 2. **Forward support battalion command posts acquire, evaluate, and communicate information and maintain status.** [TRADOC Pam 11-9, Chap 7 and App D; FM 101-5, Chaps 3, 4 and 6, pp. 1-11 - 1-17, 3-50, 5-11, 6-5, 6-7, 6-8, 6-9, 6-11, 6-16, C-4, App A, C and D; FM 63-20, Chaps 7, 8 and 9, pp. 1-5, 2-3, 2-8, 3-2, 3-3, 3-4, 3-5, 5-2, 5-5, 5-6, 5-7, 5-9, 5-10, 5-11, 5-12, 5-13, 5-14, 6-2, 6-3, 6-4, 6-5, 6-6, 6-7, 6-8, 6-9, 7-3, 7-10, 9-11 and B-3; ARTEP 63-005-MTP, Task 63-1-1012, 1022, 1037, 1042, 1050 and 1051)
  - a. The FSB commander and staff acquire information. [TRADOC Pam 11-9, Chap 7 and App D]
    - 1) The FSB commander receives and communicates information relative to FSB operations.
      - a) The FSB commander alone decides what information is critical to his decision making based on: [FM 101-5, Chap 6 and App C]
        - (1) His mission and intent.
        - (2) The brigade, DISCOM, and division commanders' intents.
        - (3) His experience.
      - b) The FSB commander changes CCIR based on: [FM 101-5, p. 6-9]
        - (1) Prior decisions and requirements for new CCIR to accommodate the progress of the battle or the situation (e.g., changes in battle phasing).
        - (2) Changes to mission, enemy, terrain, troops, and time (METT-T) which alter the FSB commander's information requirements.
          - (a) The FSB commander's visualization of the current and the desired endstate.
          - (b) New guidance or missions from the brigade or the DISCOM commander.

- c) The FSB staff and subordinate leaders use the CCIR to focus information gathering and immediately communicate mission-critical information that the FSB commander needs to conduct his decision-making process (DMP). [FM 101-5, pp. 6-8, 6-11, 6-16 and C-4]
- 2) The FSB S2/3 section receives information:
  - a) The FSB S2/3 section identifies information requirements. [ARTEP 63-005-MTP, Task 63-1-1051]
    - (2) Lists PIR. [ARTEP 63-005-MTP, Task 63-1-1051]
    - (7) Identifies information not yet received from the brigade, the DISCOM, and adjacent units based on previously submitted information queries. [FM 63-20, pp. 5-5 and 5-6]
  - 3) The FSB S2/3, assistant S2/3 "battle captain," and operations section receive significant changes to combat power and mission preparation.
    - a) Direction from the FSB commander. [FM 63-20, p. 5-2]
      - (1) Changes to mission concept.
      - (2) Requirements for information determined during rehearsals and backbriefs.
      - (3) Other guidance and directives.
    - b) New guidance and directives from the brigade S3 and the DISCOM SPO section (e.g., WARNOs, FRAGOs). [FM 63-20, pp. 3-2 - 3-3]
    - c) Situation updates from the brigade S3 and the DISCOM SPO (e.g., situation reports).
      - (1) Changes to the brigade and the DISCOM OPSEC posture which necessitate changes to the FSB OPSEC posture. [FM 63-20, pp. 3-2 - 3-3]

- (2) Changes to the enemy situation (e.g., enemy reconnaissance activity, electronic warfare activity). [FM 63-20, p. 5-5]
- d) Changes to the FSB companies', subordinate units', and supported units' plans. [FM 63-20, pp. 3-4 - 3-5]
- e) Reports from subordinate BSA units (e.g., FSB companies, MP elements, R&S forces, security elements, other BSA elements): [FM 63-20, p. 5-6]
  - (1) Enemy contact. [FM 63-20, p. 5-5]
  - (2) Results of local security operations. [FM 63-20, p. 5-6]
    - (a) Security patrols.
    - (b) LPs and OPs.
  - (3) Direct fire plans, sector sketches, and other products as directed by the FSB TSOP and the FSB commander. [FM 63-20, p. 5-12 - 5-14]
- f) Updates from the FSB S1/S4 (e.g., operational information) and the support operations section (e.g., information pertaining to support of the brigade). [FM 63-20, p. - 6-8]
  - (1) Personnel and unit status.
  - (2) Vehicle and equipment status.
  - (3) The status of all classes of supply.
  - (4) The status of direct support (DS) mission support.
- g) Updates to the FSB S2/3 on the FSB/BSA communications links and systems. [FM 63-20, p. 6-5]
- 4) The FSB S2/3 section, in coordination with the brigade S3 and the brigade FSO, receives significant changes to the fire support plan and supporting documents. [FM 63-20, p. 5-9]

- a) Changes from the FSB commander to guidance, concept of operations, and requirements for fire support information. [FM 101-5, p. 6-7]
  - b) Information which confirms or refutes estimate of fire support requirements. [FM 63-20, pp. 5-11 and 6-5]
  - c) Fire support plans and changes from base clusters in terms of projected target locations, types of targets, and timelines. [FM 63-20, p. 5-11]
  - d) Updates on the positioning and preparation status of observers. [FM 63-20, p. 5-11]
  - e) Target lists to support BSA defense/RACO from the brigade FSO.
  - f) The status and availability of fire support assets designated to provide fire support.
- 5) The FSB support operations officer receives information pertaining to support of the brigade efforts on M/CM/S. [FM 101-5, p. 3-50]
- a) Modified combined obstacle overlay (MCOO), M/CM/S plans, expected engineer assets, and a timeline for the BSA from the assistant brigade engineer (ABE).
  - b) Changes from the FSB commander to guidance and mission concept and requirements for information. [FM 63-20, p. 6-2]
  - c) Reports from the brigade engineer on use and employment of engineer systems and the status of equipment.
  - d) Countermobility status.
    - (1) Obstacle/barrier construction starting and completion times.
    - (2) The status of delivery of CL IV and V materials from the DSA/corps support area (CSA).
    - (3) Updates on adherence to obstacle preparation timelines.
    - (4) Link-up points and times for delivery of CL IV and V materials to brigade engineers and/or Bn TFs.

- e) Survivability status.
  - (1) Position construction starting and completion times from engineers and subordinate units.
  - (2) Updates on adherence to survivability position construction timelines.
  - (3) The status on delivery of survivability materials from the DSA/CSA.
- f) Mobility status.
  - (1) Updates on availability of engineer materials.
  - (2) Updates on availability of engineer systems.
- 6) The FSB S2/3 receives significant changes to the FSB and enemy NBC status. [FM 63-20, p. 6-5]
  - a) Changes from the FSB commander to guidance, mission concept, and requirements for information. [FM 63-20, p. 6-2]
  - b) NBC warning and reporting system (NBCWRS) updates. [FM 63-20, p. 6-5]
  - c) Status and location updates for NBC equipment and supplies from subordinate units and the FSB S4. [FM 63-20, p. B-1]
  - d) The status and location updates of decontamination assets from the FSB S4 and decontamination unit leaders. [FM 63-20, p. B-3]
  - e) NBC monitoring and surveillance reports from subordinate units. [FM 63-20, p. 6-5]
  - f) The brigade vulnerability analysis. [FM 63-20, p. B-1]
- 7) The FSB S2/3 section and the BSA AD element receive significant changes to FSB status and information about enemy air capabilities. [FM 63-20, pp. 5-9 - 5-10]
  - a) Changes from the FSB commander to guidance, mission concept, and requirements for information. [FM 63-20, p. 6-2]

## Tasks Organized by Outcomes for FSB BF 19

- b) Disposition of ADA assets from the subordinate AD elements.
  - c) ADA weapons systems and ammunition status from supporting ADA elements.
  - d) Intelligence information from the brigade ADALO.
  - e) Information from the FSB S2/3 and intelligence section which confirms or refutes the estimate of ADA requirements.
  - f) Weapons control status from the area AD commander.
  - g) AD warning system updates from the brigade ADALO.
  - h) Changes in positions of FSB assets to be defended.
  - i) Changes to the FSB companies' and subordinate units' plans in terms of projected locations, routes, and timelines.
- 8) The FSB S2/3 receives significant changes to FSB communications capabilities. [FM 63-20, p. 6-5]
- a) Changes from the FSB commander to guidance, mission concept, and requirements for information. [FM 63-20, p. 6-2]
  - b) The status of communications links from FSB CPs to brigade and DISCOM CPs from the FSB communications section. [FM 63-20, p. 6-5]
  - c) The disposition and status of communications assets from the brigade signal officer (Bde SO) DISCOM CESO, and the signal battalion S3. [FM 63-20, p. 6-5]
  - d) Updates from subordinate units on communications status.
    - (1) The status of communications links from FSB/BSA CPs.
    - (2) Equipment (secure and non-secure).
    - (3) SOI.
    - (4) Availability of subordinate unit communications personnel.

- e) Intelligence information from the brigade and the DISCOM SOP. [FM 101-5, App A]
  - f) Information from the FSB XO about changes to proposed FSB CP locations and projected timelines.
- 9) FSB staff officers (S1, S2/3, S4, support operations officer, battalion maintenance officer, and chaplain) receive changes to CSS status.
- a) Guidance from the FSB commander relevant to mission concept and requirements for information. [FM 63-20, p. 6-2]
  - b) Information from MPs, R&S elements, Army aviation, and other FSB/BSA units directed to support FSB RACO. [FM 63-20, pp. 5-5 - 5-6]
  - c) The status of CSS elements operating in the BSA. [FM 63-20, p. 6-6]
  - d) The status from the Bn TFs' field trains CPs on: [FM 63-20, p. 6-6]
    - (1) Requirements for reconstitution of basic loads.
    - (2) Stock piling of classes of supplies to support emergency resupply and the mission.
  - e) Medical, maintenance, transportation, and supply updates from the FSB support operations section and the brigade S4. [FM 63-20, pp. 6-5 - 6-7]
  - f) The status of transportation assets and compliance with movement schedules. [FM 63-20, pp. 6-6 - 6-7]
  - g) EPW processing and evacuation information from subordinate units and brigade MPs. [FM 63-20, p. 5-10]
  - h) Updates from the FSB supply company commander: [FM 63-20, Chap 7]
    - (1) Positioning and status of LRPs and resupply assets.
    - (2) The status of CL III supplies, 5,000 gallon tankers, and tractors.



- (3) The status of ATPs and CL V supplies.
- (4) The status of CL IV & V barrier supplies.
- (5) The status of all other supplies.
- i) Updates from the FSB maintenance company commander: [FM 63-20, Chap 8]
  - (1) Positioning and status of maintenance support teams (MST).
  - (2) The status of DS jobs involving the brigade commander's maintenance priorities.
  - (3) The status of CL IX supplies.
- j) Updates from the medical company commander: [FM 63-20, Chap 9]
  - (1) Positioning and readiness of medical assets.
    - (a) Forward aid station.
    - (b) Main aid station.
    - (c) Ambulances and AXPs.
    - (d) Patient decontamination sites.
  - (2) The status of the capability to receive casualties.
  - (3) Reports on casualty tracking.
- k) Updates from the FSB battalion maintenance officer (BMO) and the support operations section. [FM 63-20, pp. 6-6 - 6-7]
  - (1) The status and positioning of maintenance assets.
    - (a) Maintenance elements.
    - (b) Recovery assets.

- (c) HETs for equipment transfer.
  - (2) Capability to recover and perform maintenance on FSB and supported units vehicles and equipment.
- 10) FSB company commanders and other subordinate leaders (including security and R&S forces) send reports to the FSB commander, FSB CPs, and adjacent units (reporting according to the FSB TSOP). [FM 63-20, pp. 5-12 - 5-14]
- a) Progress of mission preparation and compliance with FSB timelines.
  - b) Fire support preparedness. [FM 63-20, p. 5-13]
    - (1) Are targets identified and assigned target numbers?
    - (2) Are targets observed and are observers trained in calling for and adjusting fires?
    - (3) Do observers have necessary communications equipment?
  - c) Actions taken to detect, destroy, and repel enemy elements entering the BSA sector. [FM 63-20, p. 5-13]
  - d) Results of internal rehearsals, including modifications to subordinate unit plans. [FM 63-20, p. 5-11]
  - e) Local security operations. [FM 63-20, p. 5-13]
    - (1) Patrols.
    - (2) LPs and OPs.
    - (3) Reaction forces.
  - f) FSB company commanders and subordinate unit leaders, to include TF field trains elements, coordinate with the FSB S2/3 and the FSB staff to deconflict terrain requirements and projected locations for units and systems operating in their areas. [FM 63-20, pp. 5-11 and 5-13]

- 11) The FSB support operations officer coordinates with the brigade S3 and the brigade S4 to acquire information pertaining to requirements to conduct ROM operations:

- a) Number of routes of march on which to conduct ROM operations.
- b) Rate of march (kilometers per hour).
- c) March unit interval.
- d) Serial interval.
- e) Number of vehicles per march unit.
- f) Number of ROM sites along each route of march.
- g) Number of refuel points at each ROM site.
- h) Amount of fuel (in terms of minutes of fuel flow) which will be allowed for each vehicle at each ROM site.
- i) Estimated amount of fuel required at each ROM site.
- j) Anticipated MP assistance at the ROM sites.
- k) Anticipated AD coverage required at each ROM site.
- l) Anticipated communications requirements at each ROM site.
- m) Anticipated maintenance and recovery requirements at each ROM site.
- n) Priority of vehicles to be refueled.

- b. The FSB commander and staff evaluate information.

- 1) The FSB staff analyzes the best means of gathering information to satisfy the commander's:
  - a) CCIR.
  - b) PIR.
  - c) Essential elements of friendly information (EEFI).

- d) Friendly forces information requirements (FFIR).
- 2) Battlefield indicators of enemy activities are evaluated by the FSB S2/3 section to determine enemy intentions. [FM 101-5, p. 6-7]
  - 3) The FSB S2/3 section analyzes information: [FM 101-5, p. 6-9; M 63-20, pp. 5-5 - 5-6]
    - a) The FSB S2/3 section maintains status on NBC weapons usage or activity as prelude to offensive operations.
    - b) The FSB S2/3 section verifies reports for pertinency, reliability, and accuracy. [ARTEP 63-005-MTP, Task 63-1-1051]
    - c) The FSB S2/3 section inspects weather reports for data that could have significant effects on the BSA security. [ARTEP 63-005-MTP, Task 63-1-1037]
    - d) The FSB S2/3 section identifies significant effects of weather. [ARTEP 63-005-MTP, Task 63-1-1051]
    - e) The FSB S2/3 section inspects intelligence summaries and reports for pertinency to BSA operations and security. [ARTEP 63-005-MTP, Task 63-1-1037]
  - 4) The FSB S2/3, assistant S2/3 "battle captain," and operations section evaluate changes to defensive capability and mission preparation.
    - a) Impact of information which confirms or refutes intelligence preparation of the battlefield (IPB) information relative to achieving the FSB commander's intent. [FM 63-20, p. 6-2]
    - b) Guidance, direction, and information comparing desired FSB endstates with what is possible based on the current FSB situation, trends, and the FSB defense and support plan. [FM 63-20, pp. 5-9 - 5-14]
      - (1) Defensive positions.
      - (2) Fire support.
      - (3) Engineer support.

- (4) CSS.
  - (5) Security measures.
  - (6) Other.
- c) Impact of changes to the FSB plans on subordinate units and supported units' plans. Capability to correct all identified base defense weaknesses in coordination with base commanders. [ARTEP 63-005-MTP, Task 63-1-1050]
- 5) The FSB S2/3 section, in coordination with the brigade S3 and the brigade FSO, evaluates changes to the fire support plan and supporting documents. [FM 63-20, p. 5-9]
- 6) The FSB S2/3 and the support operations officer evaluate information pertaining to the BSA and brigade M/CM/S efforts: [FM 101-5, p. 3-50]
  - b) The FSB support operations officer evaluates information pertaining to support of the brigade engineer's M/CM/S efforts. [FM 101-5, p. 3-50]
    - (1) Guidance, direction, and information comparing brigade and task force commanders' desired endstates with what is possible based on current situation, trends, and engineer plan.
    - (2) Actual progress on engineer tasks in the Bn TFs' areas compared to timelines and required endstates.
    - (3) The FSB's operational stockage levels based on review of combat service support control system (CSSCS) reports to ensure that assets exceed requirements. [ARTEP 63-005-MTP, Task 63-1-1022]
    - (4) In coordination with the DISCOM MCO, the support operations officer monitors the transportation movement system to ensure that required supplies and equipment arrive in the BSA in time for the FSB to provide support to the brigade in a timely manner. [ARTEP 63-005-MTP, Task 63-1-1022]
- 7) The FSB S2/3 section evaluates changes to the FSB, enemy NBC status, and transmits information. [FM 63-20, p. 6-5]

- a) Identifies established policies and procedures located in the TSOP. [ARTEP 63-005-MTP, Task 63-1-1012]
  - b) Identifies NBC threat capabilities and recommended countermeasures by reviewing the supported brigade's NBC vulnerability analysis. [ARTEP 63-005-MTP, Task 63-1-1012]
  - c) Identifies potential targets in the brigade rear for enemy nuclear and chemical weapons. [ARTEP 63-005-MTP, Task 63-1-1012]
- 8) The FSB S2/3 section analyzes information concerning enemy air capabilities. [FM 63-20, p. 5-9]
- 9) The FSB S2/3 section analyzes significant changes to the FSB communications capabilities. [FM 63-20, p. 6-5]
- 10) The FSB S1 evaluates changes to CSS plans and transmits logistical information.
- a) The FSB S1 section performs strength accounting. [ARTEP 63-005-MTP, Task 63-1-1042]
    - (1) Consolidates subordinate elements' strength reports. [ARTEP 63-005-MTP, Task 63-1-1042]
    - (2) Cross-checks casualty witness statements, medical aid stations, and MP straggler control point reports to confirm casualty and duty status of individuals. [ARTEP 63-005-MTP, Task 63-1-1042]
  - b) The FSB S1 section inspects standard installation and division personnel system (SIDPERS) personnel transaction registers to resolve strength imbalances. [ARTEP 63-005-MTP, Task 63-1-1042]
  - c) The FSB S1 section monitors implementation of the medical support plan to ensure that adequate medical support is provided to all subordinate elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1042]
  - d) The FSB S1 section coordinates schedules, locations and capabilities of internal medical support with the supporting medical element. [ARTEP 63-005-MTP, Task 63-1-1042]

- e) The FSB S1 section monitors implementation of the battle stress management plan to ensure that adequate medical support is provided to subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1042]
- 11) The FSB S4 section evaluates changes to CSS plans pertaining to internal FSB maintenance, transportation, and supply requirements. [AN]
- 12) The FSP support operations section evaluates changes to medical, maintenance, transportation, and supply requirements of the supported brigade. [AN]
- 13) The FSB support operations officer evaluates external support requirements for conducting ROM operations:
  - a) Number of ROM sites along each route of march.
  - b) Number of refuel points at each ROM site.
  - c) Amount of fuel (in terms of minutes of fuel flow) which will be allowed for each vehicle at each ROM site.
  - d) Anticipated MP assistance at the ROM sites.
  - e) Anticipated AD coverage required at each ROM site.
  - f) Anticipated communications requirements at each ROM site.
  - g) Anticipated maintenance and recovery requirements at each ROM site.
- 14) The FSB staff analyzes reports received from subordinate units.
- c. The FSB commander and staff distribute information.
  - 6) The FSB S2/3 section coordinates BSA pre-engagement preparation measures.
    - a) The FSB S2/3 section plots location(s) of threat force on the situation map(s) as SPOTREPs are received. [ARTEP 63-005-MTP, Task 63-1-1050]

- f) The FSB S2/3 section prepares INTSUMs. [ARTEP 63-005-MTP, Task 63-1-1051]
- d. The FSB commander and staff maintain information and status. [FM 63-20, p. 3-11]
  - 1) The FSB S2/3 section performs tactical support area duties related to information management which facilitate FSB internal operations. [ARTEP 63-005-MTP, Task 63-1-1037]
    - a) Maintains current staff journal(s) which reflect significant developments. [ARTEP 63-005-MTP, Task 63-1-1037]
    - b) Maintains current situation(s) map(s) which depicts enemy and friendly locations that affect BSA and FSB operations (all entries are posted within 50 meters of actual locations). [ARTEP 63-005-MTP, Task 63-1-1037]
    - c) Maintains section workbook(s) that contains incoming messages and reports under the appropriate heading and cross-references. [ARTEP 63-005-MTP, Task 63-1-1037]
    - d) Maintains current journal files that contain material necessary to support all daily staff journal entries. [ARTEP 63-005-MTP, Task 63-1-1037]
    - e) Maintains current NBC situation maps and overlays. [ARTEP 63-005-MTP, Task 63-1-1037]
  - 2) The FSB S2/3 section maintains a current operations and intelligence map.
    - a) Operations overlay (FSB, higher, and adjacent units).
    - b) Intelligence overlay.
    - c) Situation template overlay.
    - d) Event template.
    - e) MCOO.
    - f) NBC overlay.
    - g) CSS overlay.



- 3) The FSB S2/3 section maintains information.
  - a) Intelligence information from the brigade and the DISCOM.
  - b) Information on external units conducting R&S and security operations to prevent fratricide.
  - c) Dispositions and status of patrols and other R&S and security forces.
  - d) Status of BSA tenant elements' preparation activities to ensure compliance with stated mission timelines.
  - e) Current and projected defensive capability, status of subordinate units (e.g., green-amber-red).
  - f) Obstacle and survivability position construction and progress as compared to timelines.
  - g) Utilization of BSA engineer assets and materials as compared to timelines.
  - h) DST.
  - i) Plans map (with overlays for future operations).
  - j) Synchronization matrix.
  - k) Situation map with current friendly and enemy locations. [ARTEP 63-005-MTP, Task 63-1-1051]
- 4) The FSB S2/3 section maintains current IPB as products are disseminated by the division RCPOC and the brigade S2. [ARTEP 63-005-MTP, Task 63-1-1050]
- 5) The assistant FSB S2/3 "battle captain" and the FSB operations section update operational information and products.
  - a) DST.
  - b) Synchronization matrix.
  - c) Operational graphics.

- d) Updated operations estimates (may or may not be in written form).
  - e) FSB status boards and charts which track combat power and preparation status.
  - f) Timeline of FSB preparations for battle.
  - g) The FSB operations journal/log.
- 6) The FSB S2/3 section, in coordination with the brigade S3 and the brigade FSO, updates the fire support plan and supporting documents. [FM 63-20, p. 5-9]
- a) Updated fire support estimates (may or may not be in written form).
  - b) FSEM.
  - c) Target lists.
  - d) Fire support graphics.
  - e) Fire support coordinating measures.
  - f) Observation plan.
- 7) The FSB S2/3 section updates NBC status and products. [FM 63-20, p. 6-5]
- a) Updated NBC estimate (may or may not be in written form) and MOPP analysis. [FM 63-20, pp. B-1 - B-2]
  - b) Enemy NBC capabilities.
  - c) NBC equipment and supplies inventories. [FM 63-20, p. B-4]
  - d) NBC overlays and graphics.
- 8) The FSB S2/3 section and BSA ADA element update ADA products. [FM 63-20, pp. 5-9 - 5-10]
- a) Updated AD estimates (may or may not be in written form).

- b) ADA coverage.
  - c) ADA C2 system.
  - d) Friendly air corridors.
  - e) Probable enemy air routes into the FSB area.
  - f) FSB weapons control and ADA warning status.
- 9) The FSB S2/3 section updates communications products. [FM 63-20, p. 6-5]
- a) Updated signal estimates (may or may not be in written form).
  - b) Communications network overlay, area coverage overlay, and dead space overlay.
  - c) SOIs and secure equipment keying devices.
- 10) FSB staff officers (S1, S2/3, S4, support operations officer, BMO, chaplain) maintain logistical information and status.
- a) The FSB S4, S2/3, and the support operations officer update transportation information and status. [FM 63-20, pp. 6-6 - 6-8]
    - (1) Transportation portion of updated CSS estimate (may or may not be in written form).
    - (2) Schedules and priorities.
    - (3) The status of supplies, equipment, and materials requiring transport.
    - (4) Availability of ground transport assets.
    - (5) Availability of air transportation assets (from the brigade S3 Air or the DISCOM SPO section).
    - (6) Logistics package (LOGPAC) convoys organization, loads, times, and schedules. [FM 63-20, p. 5-7]
    - (7) The transportation recovery plan and the back-haul plan. [FM 63-20, p. 6-6 - 6-7]

- (8) MSR and ASR traffic and route conditions.
- b) The FSB S4 and the support operations officer update supply information and status.
  - (1) Supply portion of updated CSS estimate (may or may not be in written form).
  - (2) Combat basic loads (e.g., vehicles uploaded with CL V; vehicles topped off with CL III) and on-hand supply status of subordinate and supported units. [FM 63-20, p. 6-6]
  - (3) The configuration and location of immediate and emergency resupply (CL III and V) loads and push packages.
  - (4) Organizational and DS CSS supply assets.
  - (5) Supply priorities as directed by the division, brigade, DISCOM, and FSB commanders.
- c) The FSB S1 section updates personnel information internally and with the brigade S1. [FM 63-20, pp. 6-2 - 6-4]
  - (1) Personnel portion of updated CSS estimate (may or may not be in written form).
  - (2) Personnel status of subordinate and supported units.
  - (3) Casualty feeder reports.
  - (4) Reception and processing of replacements.
  - (5) Forecast of replacements.
  - (6) Personnel actions (awards, decorations, promotions, legal action).
  - (7) EPW processing and evacuation.
  - (8) Soldier morale and welfare activities.

- d) The FSB BMO and the support operations officer update maintenance information. [FM 63-20, pp. 6-6 - 6-8]
  - (1) Maintenance portion of updated CSS estimates (may or may not be in written form).
  - (2) Number and type of systems on hand and operational.
  - (3) Systems non-mission capable and repairable.
  - (4) Projections for repair and return of fighting vehicles and equipment.
  - (5) On-hand CL IX, authorized stockage list (ASL), and prescribed load list (PLL) stockage levels.
  - (6) Maintenance activities performed by company maintenance teams (CMT) and maintenance support teams (MSTs), including the location of the maintenance activities.
  - (7) Maintenance priorities and guidelines as directed by the FSB commander and the brigade commander.
- e) The FSB support operations officer and medical company commander update medical information. [FM 63-20, p. 6-7]
  - (1) Medical portion of updated CSS estimates (may or may not be in written form).
  - (2) CL VIII stock availability and resupply activities. [FM 63-20, p. 9-11]
  - (3) The status of wheeled and tracked ambulances.
  - (4) The status of patient holding capability.
- f) The FSB commander and the support operations section direct and coordinate division-level logistics and HSS operations for the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1022]
  - (1) Maintain current logistics and HSS situation map with all unit and facility locations posted within 50 meters. [ARTEP 63-005-MTP, Task 63-1-1022]

- (2) Maintain current customer list that reflects changing requirements, workloads, and priorities of tactical operations. [ARTEP 63-005-MTP, Task 63-1-1022]
- (3) Maintain the current FSB support overlay which shows locations of logistics and HSS facilities and their hours of operation. [ARTEP 63-005-MTP, Task 63-1-1022]
- (4) Monitor status reports from subordinate elements to determine if requirements exceed capabilities. [ARTEP 63-005-MTP, Task 63-1-1022]
- (6) Maintain a current mission-essential item chart which reflects short supply items, command controlled items, and current equipment combat losses. [ARTEP 63-005-MTP, Task 63-1-1022]
- g) The FSB support operations section coordinates FSB logistics and HSS system support with the FSB S1 and S4 sections. [ARTEP 63-005-MTP, Task 63-1-1022]
- h) The FSB S2/3 section and S4 section update RACO information. [FM 63-20, pp. 5-9 - 5-14]
- 11) The FSB S1 section updates the battalion master strength report to reflect current status of all FSB soldiers. [ARTEP 63-005-MTP, Task 63-1-1042]
- 12) The FSB S2/3 and the support operations sections maintain the status of all ground units moving through the brigade rear. [FM 63-20, p. 5-7]
- 4. **The forward support battalion commander directs changes to the operation or plan.** [FM 101-5, pp. 4-7 - 4-60, 6-33 and C-2, App B and H; FM 63-20, p. 6-2; ARTEP 63-005-MTP, Tasks 63-1-1013, 1022 and R326]
  - e. The FSB staff coordinates internally and with higher, supported, and supporting elements to integrate the FSB FRAGO. [FM 101-5, App B]
  - 7) The FSB commander attends the brigade FRAGO briefing (if brigade issued a FRAGO).

5. **The forward support battalion commander directs and leads subordinate forces.**  
 [FM 101-5, pp. 4-59, 4-60, M-10, M-11, M-15, H-36 - H-42, App H and M; FM 63-20, pp. 1-5, 3-2, 5-3, 5-9, 5-11, 5-12, 5-13, 5-14, 7-21, 7-9, 8-4 and 8-6 - 8-8; Battle, Command, pp. 11 - 15, 27 and 28; ARTEP 63-005-MTP, Task 63-1-1009, 1022, 1025, 1026, 1027, 1028, 1029, 1030, 1031, 1033, 1034, 1037, 1038, 1040, 1042, 1045, 1050 and R303; FM 22-100, Chaps 4, 5 and 6]
  - b. The FSB S2/3 section coordinates base cluster defensive activities. [ARTEP 63-005-MTP, Task 63-1-1050]
    - 1) Conducts base assessment of each base and its defense measures to ensure compliance with the BSA rear operation plan. [ARTEP 63-005-MTP, Task 63-1-1050]
  - c. The FSB support operations section directs subordinate elements providing CSS direct support for conduct of brigade combat operations. This includes coordination for all aspects of support for brigade combat and combat support elements (e.g., DS field artillery battalion and engineer battalion).
    - 3) The FSB support operations section directs logistical support during the brigade's preparation for battle.
      - b) The FSB support operations section directs CL II support. [ARTEP 63-005-MTP, Task 63-1-1029]
        - (1) Monitors requisitions and issues between maneuver brigade units and the FSB headquarters and supply company for compliance with sustainment controls in the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1029]
      - c) The FSB support operations section directs the CL III system. [ARTEP 63-005-MTP, Task 63-1-1026]
        - (1) Identifies all sustainment controls and priorities set forth in the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1026]
        - (5) Maintains current location(s) of CL III supply points in the BSA and supporting elements in the DSA. [ARTEP 63-005-MTP, Task 63-1-1026]
        - (6) Monitors daily consumption reports from the FSB headquarters and supply company to the DMMC to ensure

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compliance with sustainment controls. [ARTEP 63-005-MTP, Task 63-1-1026]

- (7) Maintains current storage capabilities of the FSB headquarters and supply company and the maneuver battalions. [ARTEP 63-005-MTP, Task 63-1-1026]
- (8) Monitors maneuver battalions' basic load status in coordination with the brigade S4 to ensure that they are maintained at prescribed levels. [ARTEP 63-005-MTP, Task 63-1-1026]
- d) The FSB support operations section coordinates CL III support activities. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (2) Monitors CL III requisitions and issues from distribution points to Bn TFs to ensure compliance with sustainment controls. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (6) Monitors CL III distribution point(s) daily status reports to verify current bulk and packaged CL III levels. [ARTEP 63-005-MTP, Task 63-1-1026]
- e) The FSB support operations section coordinates CL III support during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (5) Maintains current revisions to customer support lists that reflect changing operational requirements and priorities. [ARTEP 63-005-MTP, Task 63-1-1026]
- f) The FSB support operations section coordinates CL III support during defensive operations, including retrograde. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (2) Monitors the petroleum, oil, and lubricant (POL) portion of push-packages to ensure that required amounts are forwarded until units request suspension of delivery through the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
- h) The FSB support operations section directs CL IV support. [ARTEP 63-005-MTP, Task 63-1-1029]



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- (1) Monitors requisitions and issues between brigade units and the FSB headquarters and supply company for compliance with sustainment controls as established by the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1029]
- i) The FSB support operations section directs the CL IV and V system. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (3) Maintains current locations of all ATPs, corps ammunition supply points (ASP), and other stockpiles that are located in the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (4) Maintains current CL IV and V stockage levels of all brigade units. [ARTEP 63-005-MTP, Task 63-1-1027]
- j) The FSB support operations section coordinates CL IV and V activities in the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (2) Monitors CL V requisitions and issues from the ATP to Bn TFs to ensure compliance with established sustainment controls. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (7) Monitors levels by inspecting the ATP daily stockage report to the DMMC DAO. [ARTEP 63-005-MTP, Task 63-1-1027]
- k) The FSB support operations section coordinates CL V support during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (1) Identifies all sustainment controls and priorities set forth by the brigade OPORD or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (2) Identifies location(s) and amounts of all stockpiled ammunition located in the BSA or other forward locations. [ARTEP 63-005-MTP, Task 63-1-1027]
- o) The FSB support operations section directs CL VII support. [ARTEP 63-005-MTP, Task 63-1-1029]
  - (1) Monitors battle loss reports to identify CL VII replacement requirements. [ARTEP 63-005-MTP, Task 63-1-1029]

- p) The FSB support operations section directs water support operations. [ARTEP 63-005-MTP, Task 63-1-1030]
  - (1) Maintains current locations of all water points in the BSA and in the DSA. [ARTEP 63-005-MTP, Task 63-1-1030]
- q) The FSB support operations section directs maintenance operations. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (1) Identifies all sustainment controls and priorities in the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (2) Maintains current location(s) of all BSA maintenance elements and the locations of all supporting elements in the DSA. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (3) Maintains status of Bn TF's PLL in coordination with the brigade S4 and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (4) Maintains status of the capabilities of the maintenance system, to include equipment, personnel, and vehicles. [ARTEP 63-005-MTP, Task 63-1-1028]
- r) The FSB support operations section coordinates maintenance support activities. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (1) Monitors battle damage assessment and repair (BDAR) efforts of subordinate elements to ensure that the focus is on the equipment and weapon systems that have an immediate effect on the combat mission. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (4) Monitors cannibalization activities at maintenance collection points to ensure compliance with the brigade's and division's disposition instructions. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (7) Monitors repair parts supply system for compliance with issue controls and priorities as directed by the brigade S4 and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1028]

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- (9) Inspects the ASL change list in coordination with the FSB maintenance company to ensure that only essential items are retained. [ARTEP 63-005-MTP, Task 63-1-1028]
- (10) Monitors automated maintenance management system output data to assist in forecasting requirements, scheduling workloads, reducing backlogs, and analyzing performance indicators. [ARTEP 63-005-MTP, Task 63-1-1028]
- t) The FSB support operations section coordinates maintenance support during defensive and retrograde operations. [ARTEP 63-005-MTP, Task 63-1-1028]
- (7) Identifies all units within the BSA that have recovery capabilities. [ARTEP 63-005-MTP, Task 63-1-1028]
- v) The FSB support operations section directs BSA HSS operations. [ARTEP 63-005-MTP, Task 63-1-1031]
- (1) Monitors patient evacuation operations in coordination with the FSB medical company to ensure maximum efficiency of available evacuation assets. [ARTEP 63-005-MTP, Task 63-1-1031]
- w) The FSB support operations section directs medical supply and maintenance operations. [ARTEP 63-005-MTP, Task 63-1-1031]
- (1) Monitors requisitions and issues from the FSB medical company to Bn TF's aid stations to ensure compliance with sustainment controls. [ARTEP 63-005-MTP, Task 63-1-1031]
- x) The FSB support operations section directs and maintains status of BSA transportation assets. [ARTEP 63-005-MTP, Task 63-1-1033]
- (1) Maintains current locations of all BSA transportation assets and locations of all transportation activities supporting the BSA. [ARTEP 63-005-MTP, Task 63-1-1033]
- (2) Maintains BSA transportation capabilities by reviewing the logistics statistics (LOGSTAT) report from subordinate and brigade units in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1033]

- y) The FSB support operations section directs GRREG support in the BSA. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (1) Maintains current locations of GRREG collection points in the BSA and DSA. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (2) Monitors GRREG operations at BSA collection point(s) to ensure compliance with directed policies and procedures. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (4) Monitors GRREG records and reports to ensure compliance with regulations, the FSB TSOP, and the brigade service OPORD. [ARTEP 63-005-MTP, Task 63-1-1034]
- h. The FSB commander integrates the BOS during visits, backbriefs, and rehearsals. [FM 101-5, p. H-36 - H-42]
- 8) The FSB commander determines the FSB state of mission preparedness through inspections and visits. Inspects BSA units' positions for OPSEC effectiveness. [ARTEP 63-005-MTP, Task 63-1-1037]
  - a) Questions subordinate leaders down to platoon leaders and compares their concepts of the operation with his to ensure that the FSB plan is synchronized at all levels.
  - b) Concentrates on those units and officers that demonstrate leadership weaknesses; checks/listens to be sure tasks are understood.
  - c) Inspects and spot-checks known weaknesses to ensure that they are corrected.
  - d) Makes a subjective assessment of cohesion, morale, and esprit.
  - e) When actions taken are not in accordance with decisions, FSB TSOPs, Army standards, and the FSB OPORD, refines plans and preparation efforts to counter weaknesses.
  - f) Expedites actions, fixes problems, ensures compliance with guidance, and sets and refines standards.
  - g) Manages his time and prioritizes his visits so that he visits at least those units most critical to the execution of his intent.

- h) Informs the FSB XO and the FSB commander's representatives, upon inspecting preparations, of any changes or refinements to the plan which he has directed.
- 9) The FSB commander extends his command presence by directing members of his staff (the FSB XO, CSM, or one or more FSB staff members) to perform inspections and visits.
  - a) The FSB S2/3 section provides feedback on the status of the OPSEC program. [ARTEP 63-005-MTP, Task 63-1-1038]
    - (1) Inspects subordinate elements' positions for OPSEC effectiveness. [ARTEP 63-005-MTP, Task 63-1-1038]
    - (2) Inspects BSA camouflage and concealment measures for compliance with the FSB TSOP, the FSB OPORD, and the current tactical situation. [ARTEP 63-005-MTP, Task 63-1-1038]
    - (3) Identifies OPSEC weakness and recommended corrections by continuously reviewing brigade OPSEC updates. [ARTEP 63-005-MTP, Task 63-1-1038]
    - (4) Coordinates additional support requirements with the DISCOM SPO or the brigade S2. [ARTEP 63-005-MTP, Task 63-1-1038]
    - (5) Provides feedback reports to the FSB commander, staff, and subordinate elements on activities that affect OPSEC measures. [ARTEP 63-005-MTP, Task 63-1-1038]
    - (6) Supervises BSA participation in the overall brigade OPSEC plan. Provides feedback reports to the brigade S2 or S4 on activities that affect OPSEC measures. [ARTEP 63-005-MTP, Task 63-1-1037]
  - b) The FSB command section supervises activities of subordinate units. [ARTEP 63-005-MTP, Task 63-1-1045]
    - (1) Monitors the performance of subordinate elements to ensure that the required level of efficiency as prescribed in plans, policies, directives, and the FSB TSOP is maintained. [ARTEP 63-005-MTP, Task 63-1-1045]

- (2) Monitors support plans to determine overall effectiveness. [ARTEP 63-005-MTP, Task 63-1-1045]
  - (3) Assigns specific tasks to subordinate units. [ARTEP 63-005-MTP, Task 63-1-1045]
  - (4) Monitors compliance with decisions, directives, and instructions to determine subordinate elements' implementation. [ARTEP 63-005-MTP, Task 63-1-1045]
- 10) Inspections and visits are scheduled; units may be informed of times.
  - a) Inspections and visits do not significantly interfere with, delay, or artificially sequence subordinate units' combat preparations.
  - b) The FSB commander determines and outlines those items and activities he will inspect based on:
    - (1) His experience.
    - (2) In-depth knowledge of the FSB and its equipment.
    - (3) His assessment of the current status of the units.
    - (4) Points and areas that mean the difference between mission success or failure.
    - (5) Items which serve as indicators of maintenance, readiness, or morale trends within the unit.
- k. FSB subordinate, attached, and OPCON units conduct final battlefield preparations based on the updated FSB OPORD, FRAGO, and associated documents. Information is exchanged to ensure that:
  - 8) The FSB command section supervises activities of subordinate FSB units. [ARTEP 63-005-MTP, Task 63-1-1045]
    - a) Monitors the performance of subordinate FSB units to ensure that the required level of efficiency as prescribed in plans, policies, directives, and the FSB TSOP is maintained. [ARTEP 63-005-MTP, Task 63-1-1045]

- b) Monitors support plans to determine overall effectiveness. [ARTEP 63-005-MTP, Task 63-1-1045]
- d) Monitors compliance with decisions, directives, and instructions to determine subordinate elements' implementation. [ARTEP 63-005-MTP, Task 63-1-1045]

### Outcome 3

Tactically sound recommendations are developed and critical information is communicated by the battalion staff and subordinate leaders.

### Task Elements

1. **Forward support battalion command post manages and maintains command, control, and communications.** [FM 101-5, Chap 6, pp. 3-84, 6-2, 6-8, 6-11, 6-33, 6-34, 7-19, C-2, App A and B; FM 63-20, Chap 3, pp. 4-19, 4-25, 5-2, 5-7, 5-8, 5-9, 6-2 and 6-5; ARTEP 63-005-MTP, Tasks 63-1-1037, 1038, 1041, 1045 and 1050; Battle Command, Techniques and Procedures]
  - a. FSB CP manages means of command, control, and communications (C3). [FM 101-5, Chap 6, App B and L]
  - 4) FSB staff meetings are conducted as directed by the FSB XO. [FM 63-20, p. 5-2]
    - a) Each staff officer disseminates information relevant to the entire staff.
    - b) Information is appraised for completeness and to determine information gaps which require additional staff work.
    - c) Staff planning is initiated as part of the an accelerated decision process.
    - d) Information is passed to all BSA elements.
    - e) All elements in the BSA will send a representative to the meeting. [FM 63-20, p. 5-2]
  - 5) FSB staff huddles are conducted as directed by the FSB XO when time doesn't permit staff meetings. [FM 63-20, p. 5-2]
    - a) Information is shared among staff members.

- b) Information is passed to all BSA elements.
- 6) Each FSB staff officer identifies information requirements to enable him to coordinate FSB actions and plans, monitor the situation, and direct actions within his areas of responsibilities to: [FM 101-5, pp. 6-33 - 6-34]
  - a) Develop mutual support and to synchronize operations between the FSB and other BSA elements.
  - b) As required, modify FSB preparation activities.
  - c) Support the direction of relevant aspects of FSB preparations.
- 7) Each FSB staff officer ensures that his information requirements are known by the other staff officers. Information is used (as appropriate) to: [FM 101-5, p. 3-84, App A]
  - a) Transform pertinent information into usable data for decision-making. [ARTEP 63-005-MTP, Task 63-1-1045]
  - b) Coordinate information exchange within and with higher, adjacent, and subordinate units. [ARTEP 63-005-MTP, Task 63-1-1045]
  - c) Conduct operational briefings, as necessary. [ARTEP 63-005-MTP, Task 63-1-1045]
- 9) FSB staff members perform external coordination and liaison to disseminate and collect information relevant to the FSB CCIR and IR and their own information requirements. Such coordination is performed with staff counterparts in higher headquarters, supporting, and supported units. The FSB command section provides staff liaison. [ARTEP 63-005-MTP, Task 63-1-1045]
  - a) Staff officers provide assistance to the supported brigade commander, if requested. [ARTEP 63-005-MTP, Task 63-1-1045]
  - b) Staff officers provide assistance in planning contingency operations, when required. [ARTEP 63-005-MTP, Task 63-1-1045]
- 10) Each FSB staff officer collects information to answer the FSB CCIR and adjusts information collection efforts to satisfy CCIR changes directed by the FSB commander. [FM 101-5, p. 6-8]



- b. FSB CP maintains communications (frequency modulated [FM] radio and multi-channel, wire, messenger) with subordinate units, BSA elements, and supporting and higher headquarters. [FM 63-20, p. 5-2]
- 8) The FSB CP positions to maintain communication and facilitate coordination. [FM 63-20, Chap 3]
  - b) The FSB S2/3 section passes processed information and keeps the FSB commander updated on new information through concise, consolidated updates by eavesdropping on:
    - (1) Brigade and DISCOM command and O&I nets.
    - (2) The FSB and brigade A/L net.
    - (3) Subordinate unit command nets.
- 2. **Forward support battalion command posts acquire, evaluate, and communicate information and maintain status.** [TRADOC Pam 11-9, Chap 7 and App D; FM 101-5, Chaps 3, 4 and 6, pp. 1-11 - 1-17, 3-50, 5-11, 6-5, 6-7, 6-8, 6-9, 6-11, 6-16, C-4, App A, C and D; FM 63-20, Chaps 7, 8 and 9, pp. 1-5, 2-3, 2-8, 3-2, 3-3, 3-4, 3-5, 5-2, 5-5, 5-6, 5-7, 5-9, 5-10, 5-11, 5-12, 5-13, 5-14, 6-2, 6-3, 6-4, 6-5, 6-6, 6-7, 6-8, 6-9, 7-3, 7-10, 9-11 and B-3; ARTEP 63-005-MTP, Task 63-1-1012, 1022, 1037, 1042, 1050 and 1051)
  - a. The FSB commander and staff acquire information. [TRADOC Pam 11-9, Chap 7 and App D]
    - 1) The FSB commander receives and communicates information relative to FSB operations.
    - c) The FSB staff and subordinate leaders use the CCIR to focus information gathering and immediately communicate mission-critical information and recommendations that the FSB commander needs to conduct his decision-making process (DMP). [FM 101-5, pp. 6-8, 6-11, 6-16 and C-4]
  - 2) The FSB S2/3 section receives information.
    - a) The FSB S2/3 section identifies information requirements. [ARTEP 63-005-MTP, Task 63-1-1051]
    - (7) Identifies information not yet received from the brigade, the DISCOM, and adjacent units based on previously

submitted information queries. [FM 63-20, pp. 5-5 and 5-6]

- b. The FSB commander and staff evaluate information.
  - 6) The FSB S2/3 and the support operations officer evaluate information pertaining to the BSA and brigade M/CM/S efforts: [FM 101-5, p. 3-50]
    - a) The FSB S2/3 section coordinates M/CM/S support. [FM 63-20, p. 5-10]
- c. The FSB commander and staff distribute information.
  - 1) The FSB staff disseminates the FSB CCIR, PIR, EEFI, and FFIR to subordinate elements in the BSA.
    - a) Briefs MP patrol leaders and other R&S forces on collection tasks. [FM 63-20, p. 5-10]
    - b) Disseminates the current threat size and location to all subordinate elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1050]
    - c) Forwards all SPOTREPs to the division RCPOC and the brigade S2. [ARTEP 63-005-MTP, Task 63-1-1050]
  - 2) The FSB S2/3 section briefs the FSB commander and XO on the current tactical situation to include redeployment recommendations. [ARTEP 63-005-MTP, Task 63-1-1050]
  - 3) Subordinate elements immediately report CCIR and other critical information concerning ongoing and future missions along with recommendations to: [FM 101-5, p. 6-5 - 6-10]
    - a) The FSB commander.
    - b) The FSB S2/3.
    - c) The FSB XO.
    - d) The FSB support operations officer.
  - 4) The FSB S2/3 section reports the enemy's situation and evaluation of enemy capabilities and routine information to: [FM 63-20, p. 5-11]

- a) FSB companies.
  - b) The FSB staff (including responses to intelligence queries and IR from the staff to the FSB S2/3).
  - c) BSA tenant elements.
- 5) The FSB S2/3 section communicates information to the brigade and the DISCOM S2 and to BSA elements. [FM 63-20, pp. 3-2 - 3-5]
- 6) The FSB S2/3 section coordinates BSA pre-engagement preparation measures.
- b) The FSB S2/3 section reports threat NBC activities to the division RCPOC and the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1050]
  - c) The FSB S2/3 section coordinates with FSB/BSA units to deconflict terrain requirements and projected locations for R&S forces. [ARTEP 63-005-MTP, Task 63-1-1050]
  - d) The FSB S2/3 provides input to the FSB commander and XO on positioning newly arriving units in the BSA. [ARTEP 63-005-MTP, Task 63-1-1050]
  - e) The FSB S2/3 section disseminates intelligence. [ARTEP 63-005-MTP, Task 63-1-1051]
  - g) The FSB S2/3 section disseminates INTSUMs to appropriate agencies and elements. [ARTEP 63-005-MTP, Task 63-1-1051]
  - h) The FSB S2/3 section disseminates intelligence and weather information. [ARTEP 63-005-MTP, Task 63-1-1037]
  - i) The FSB S2/3 section forwards pertinent intelligence and weather information to all FSB units, and corps, and division elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1037]
- 7) The assistant FSB S2/3 "battle captain" and the operations section coordinate and disseminate operational information.
- a) Report CCIR and other critical information concerning ongoing and future missions along with recommendations to:

- (1) The FSB commander.
  - (2) The FSB S2/3.
  - (3) The FSB XO.
  - (4) The FSB support operations section.
- b) Coordinate with the brigade main CP to gain assistance in determining effectiveness of the FSB OPSEC measures. [ARTEP 63-005-MTP, Task 63-1-1037]
  - c) Disseminate brigade countermeasure requirements to all FSB elements and corps/divisional elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1037]
- 8) The FSB S2/3 section disseminates changes to the BSA fire support plan to BSA elements.
  - 9) The FSB S2/3 and the support operations officer coordinate and disseminate information pertaining to support of the BSA and the brigade engineer's M/CM/S efforts. [FM 101-5, p. 3-50]
    - a) Coordinate with the brigade engineer, the brigade S3, and the engineer battalion headquarters to exchange information.
    - b) Coordinate with the brigade engineer and the brigade S3 to deconflict requirements and projected locations for transfer of engineer materials.
    - c) Coordinate with the DISCOM and corps on configuration and delivery of barrier packages. [FM 63-20, pp. 7-3 and 7-10]
  - 12) The FSB S2/3 section and BSA ADA element disseminate changes to enemy air capabilities. [FM 63-20, pp. 5-9 and 5-10]
    - a) Report the FSB ADA situation and analysis of CCIR, IR and routine information to other FSB staff sections and external headquarters staff officers.
    - b) Provide information to the FSB S2/3 section to support the FSB IPB.

- 13) FSB staff officers (S1, S4, S2/3, support operations officer) disseminate logistical information.
  - a) The FSB S1 section:
    - (1) Prepares the personnel status report (PERSTATREP) in accordance with the TSOP. [ARTEP 63-005-MTP, Task 63-1-1042]
    - (2) Briefs the PERSTATREP to the FSB commander and staff. [ARTEP 63-005-MTP, Task 63-1-1042]
    - (3) Forwards the PERSTATREP-Part 1, personnel daily summary report, through command channels to the DISCOM S1. [ARTEP 63-005-MTP, Task 63-1-1042]
    - (4) Forwards the PERSTATREP-Part 2, personnel requirements report, through adjutant general channels to supporting servicing agency. [ARTEP 63-005-MTP, Task 63-1-1042]
    - (5) Prepares and processes wartime SIDPERS transactions in accordance with DA Pam 600-8-1. [ARTEP 63-005-MTP, Task 63-1-1042]
    - (6) Provides brigade and DISCOM S1 sections with required personnel and administrative information. [AN]
  - b) The FSB S4 section disseminates logistical information pertaining to internal maintenance, transportation, and supply support to FSB subordinate units. [AN]
  - d) The FSB support operations section:
    - (1) Coordinates for aviation assets to fly critical CL IX parts forward to support units. [FM 63-20, p. 2-8]
    - (2) Coordinates redistribution of stocks and services to accommodate changing requirements and priorities. [ARTEP 63-005-MTP, Task 63-1-1022]
    - (3) Coordinates transportation for replacements to their assigned units with the subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1042]

- (4) Provides brigade S4 with all required logistical information. [AN]
  - (5) Coordinates priority of maintenance effort in accordance with the supported brigade commander's priorities and guidance. [AN]
- 14) The FSB support operations officer disseminates external support requirements for conducting ROM operations:
  - a) Number of ROM sites along each route of march is passed to the DISCOM SPO.
  - b) Number of refuel points at each ROM site is passed to the DISCOM SPO.
  - c) Amount of fuel (in terms of minutes of fuel flow) which will be allowed for each vehicle at each ROM site is passed to the DISCOM SPO.
  - d) Anticipated MP assistance at the ROM sites is passed to the brigade S3 and S4.
  - e) Anticipated AD coverage required at each ROM site is passed to the brigade S3 and S4.
  - f) Anticipated communications requirements at each ROM site are passed to the brigade S3 and S4.
  - g) Anticipated maintenance and recovery requirements at each ROM site are passed to the DISCOM SPO.
- d. The FSB commander and staff maintain information and status. [FM 63-20, p. 3-11]
  - 13) The FSB S2/3 section coordinates through the DISCOM SPO for additional support from the MSB or corps for units operating in the BSA/brigade area which exceed the FSB's capability to support. [FM 63-20, p. 2-3]
  - 14) The FSB XO and the support operations officer determine if host nation support is required and coordinated with the brigade and division G5 or

through the DISCOM. [FM 63-20, p. 6-6; FM 101-5, pp. 1-11 - 1-17, Chap 4, App D]

4. **The forward support battalion commander directs changes to the operation or plan.** [FM 101-5, pp. 4-7 - 4-60, 6-33 and C-2, App B and H; FM 63-20, p. 6-2; ARTEP 63-005-MTP, Tasks 63-1-1013, 1022 and R326]

- b. The FSB commander conducts the MDMP in a time-constrained environment. [FM 101-5, pp. 4-41 - 4-60]
  - 4) The FSB staff assists the FSB commander in developing the new concept by providing recommendations relative to their functional areas. [FM 101-5, pp. 6-33, C-2]
    - a) Utilizes products and analyses developed during the initial mission deliberate MDMP to define branches and sequels for consideration.
    - b) Provides recommendations to modify existing branches and sequels to meet new requirements.
    - c) Provides recommendations on developing new branches and sequels based on new requirements.
  - 6) The FSB commander performs a suitability-feasibility-acceptability analysis of the new plan. The FSB commander can perform the analysis by himself or with staff assistance. [FM 101-5, p. 4-51]
- e. The FSB staff coordinates internally and with higher, supported, and supporting elements to integrate the FSB FRAGO. [FM 101-5, App B]
  - 1) The FSB support operations section provides planning information to the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1013]
    - a) Identifies division support priorities and sustainment controls for supplies, field services, maintenance, transportation, and HSS assets. [ARTEP 63-005-MTP, Task 63-1-1013]
    - b) Provides current capabilities and limitations of the FSB logistics and HSS systems. [ARTEP 63-005-MTP, Task 63-1-1013]
    - c) Provides current status of all deadlined tube launched, optically guided, wire controlled (TOW) missiles, dragons, automatic weapon systems, and key items of equipment and vehicles. [ARTEP 63-005-MTP, Task 63-1-1013]

- d) Provides contact team availability for current on-site repairs. [ARTEP 63-005-MTP, Task 63-1-1013]
  - e) Provides known division level logistics and HSS shortfalls and solutions. [ARTEP 63-005-MTP, Task 63-1-1013]
- 2) The FSB support operations section provides planning assistance for supply support. [ARTEP 63-005-MTP, Task 63-1-1013]
- a) Coordinates supply sustainment controls with the DMMC and the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
  - b) Coordinates supply sustainment priorities with the DMMC and the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
  - c) Provides instructions for request, storage, and distribution of supplies in the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
  - d) Provides instructions and procedures for the FSB's participation in the weapon replacement system. [ARTEP 63-005-MTP, Task 63-1-1013]
  - e) Provides instructions and procedures for airdrop and sling load resupply. [ARTEP 63-005-MTP, Task 63-1-1013]
  - f) Provides instructions and procedures for night and reduced visibility resupply operations. [ARTEP 63-005-MTP, Task 63-1-1013]
  - g) Identifies all locations of all subordinate companies and their distribution points in coordination with the FSB S2/3 section and subordinate FSB companies. [ARTEP 63-005-MTP, Task 63-1-1013]
  - h) Identifies all DS units that provide supplies to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
  - i) Identifies staff coordination channels for additional supply requirements. [ARTEP 63-005-MTP, Task 63-1-1013]
- 3) The FSB support operations section provides planning assistance for maintenance support. [ARTEP 63-005-MTP, Task 63-1-1013]



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- a) Identifies all maintenance assets within the FSB. [ARTEP 63-005-MTP, Task 63-1-1013]
- b) Calculates total projected maintenance workload by type mission of the supported brigade (coordination required with the brigade S4 and TF HHC commanders). [ARTEP 63-005-MTP, Task 63-1-1013]
- c) Coordinates maintenance sustainment controls with the DMMC and the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
- d) Coordinates maintenance priorities and repair time limits with the DMMC and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1013]
- e) Provides instructions for requesting, recovery, evacuation, repair, and return of items for wheeled and track, aviation, missile, and other commodity maintenance operations in the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
- f) Provides policies and procedures for maintenance sustainment management systems in coordination with the DMMC and the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
- g) Provides instructions for request, storage, and distribution of repair parts within the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
- h) Provides instructions and procedures for night and reduced visibility maintenance operations. [ARTEP 63-005-MTP, Task 63-1-1013]
- i) Provides instructions and procedures for maintenance participation in the weapons replacement systems. [ARTEP 63-005-MTP, Task 63-1-1013]
- j) Designates all subordinate units that provide maintenance support within the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
- k) Identifies all locations of subordinate FSB companies' maintenance facilities in coordination with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1013]

- l) Establishes transportation procedures for maintenance or repair parts support with the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
  - m) Coordinates maintenance automated data processing (ADP) capabilities and procedures with the DMMC and the CSSAMO. [ARTEP 63-005-MTP, Task 63-1-1013]
  - n) Provides operational procedures for the MSTs operating in the forward areas. [ARTEP 63-005-MTP, Task 63-1-1013]
- 4) The FSB support operations section provides planning assistance for transportation support. [ARTEP 63-005-MTP, Task 63-1-1013]
- a) Identifies all transportation assets within the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
  - b) Calculates total projected transportation requirements based on the type of operations and the tentative location of BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
  - c) Identifies transportation sustainment controls in coordination with the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1013]
  - d) Identifies transportation priorities in coordination with the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1013]
  - e) Coordinates the aerial resupply plan via helicopter and fixed wing aircraft with the DISCOM MCO and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1013]
  - f) Provides instructions for the request of surface transportation and airlift resupply. [ARTEP 63-005-MTP, Task 63-1-1013]
  - g) Identifies all subordinate units that provide transportation support and the type they provide. [ARTEP 63-005-MTP, Task 63-1-1013]
  - h) Develops a back-haul plan for the evacuation of equipment and supplies from the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
- 5) The FSB support operations section provides planning assistance for HSS. [ARTEP 63-005-MTP, Task 63-1-1013]

- a) Coordinates medical treatment and evacuation plans with the DISCOM DMOC and the brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
  - b) Coordinates flow of "return to duty" personnel with the DISCOM DMOC and the brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
  - c) Coordinates mass casualty procedures with the DISCOM DMOC and the brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
  - d) Coordinates operating procedures and stationing of evacuation aircraft with the DISCOM DMOC and the FSB medical company. [ARTEP 63-005-MTP, Task 63-1-1013]
  - e) Coordinates location(s) of all health service facilities in the DSA and BSA with the DISCOM DMOC, the brigade S4, and the brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
  - f) Coordinates the patient decontamination plan with the DISCOM DMOC, the FSB medical company, and supporting decontamination elements. [ARTEP 63-005-MTP, Task 63-1-1013]
- 6) The FSB support operations section provides planning assistance for field service support. [ARTEP 63-005-MTP, Task 63-1-1013]
- a) Coordinates procedures for requesting field service support with the DISCOM SPO section and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1013]
  - b) Coordinates location(s) for GRREG collection points with the brigade S4 and the FSB supply company. [ARTEP 63-005-MTP, Task 63-1-1013]
  - c) Provides instructions for the evacuation of remains to collection point(s) in the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
5. **The forward support battalion commander directs and leads subordinate forces.** [FM 101-5, pp. 4-59, 4-60, M-10, M-11, M-15, H-36 - H-42, App H and M; FM 63-20, pp. 1-5, 3-2, 5-3, 5-9, 5-11, 5-12, 5-13, 5-14, 7-21, 7-9, 8-4 and 8-6 - 8-8; Battle Command, pp. 11 - 15, 27 and 28; ARTEP 63-005-MTP, Task 63-1-1009, 1022, 1025, 1026, 1027, 1028, 1029, 1030, 1031, 1033, 1034, 1037, 1038, 1040, 1042, 1045, 1050 and R303; FM 22-100, Chaps 4, 5 and 6]

- b. The FSB S2/3 section coordinates base cluster defensive activities. [ARTEP 63-005-MTP, Task 63-1-1050]
  - 2) Provides the BSA sector's tactical situation and status to the DISCOM SPO section, the division RCPOC, and the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1050]
- c. The FSB support operations section directs subordinate elements providing CSS direct support for conduct of brigade combat operations. This includes coordination for all aspects of support for brigade combat and combat support elements (e.g., DS field artillery battalion and engineer battalion).
  - 1) The FSB support operations officer supervises external logistics and HSS operations. Coordination with the brigade S4 and TFs' HHC commanders is required. [ARTEP 63-005-MTP, Task 63-1-1022]
    - a) Directs lateral distribution of DS stocks as driven by changing requirements and priorities in support of brigade operations. [ARTEP 63-005-MTP, Task 63-1-1022]
    - b) Directs redistribution of logistics and HSS workloads as driven by changing requirements and priorities in support of brigade operations. [ARTEP 63-005-MTP, Task 63-1-1022].
    - c) Directs revision of customer lists as driven by changing requirements, workloads, and priorities. [ARTEP 63-005-MTP, Task 63-1-1022]
    - d) Supervises coordination of the weapon system replacement missions as directed by the DISCOM staff and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1022]
    - e) Supervises maintenance of the logistics and HSS situation map(s). [ARTEP 63-005-MTP, Task 63-1-1022]
    - f) Supervises operations of the support operations section to ensure compliance with the service support annex and commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1022]
    - g) Supervises preparation of contingency support plans. [ARTEP 63-005-MTP, Task 63-1-1022]

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- h) Assigns liaison personnel to the supported brigade, if required. [ARTEP 63-005-MTP, Task 63-1-1022]
  - i) Provides operational briefings to the FSB commander and XO that provide actual status of logistics and HSS to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1022]
- 2) The FSB support operations section coordinates logistical aspects of the tactical situation. [ARTEP 63-005-MTP, Task 63-1-1022]
  - a) Coordinates repositioning of base locations based on the tactical situation with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1022]
  - b) Coordinates NBC implications of current operations with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1022]
- 3) The FSB support operations section directs logistical support during the brigade's preparation for battle.
  - a) The FSB support operations section directs CL I support. [ARTEP 63-005-MTP, Task 63-1-1030]
    - (1) Coordinates CL I supply point operation schedule with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1030]
    - (2) Coordinates CL I deliveries from the DSA with the DMMC and the headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1030]
    - (3) Coordinates resolution of CL I problems with the brigade S4 and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1030]
    - (4) Coordinates ration change request from the brigade S4 with the DMMC. [ARTEP 63-005-MTP, Task 63-1-1030]
    - (5) Coordinates CL I air resupply operations with the brigade S4, the DMMC, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1030]
  - b) The FSB support operations section directs CL II support. [ARTEP 63-005-MTP, Task 63-1-1029]

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- (1) Monitors requisitions and issues between maneuver brigade units and the FSB headquarters and supply company for compliance with sustainment controls in the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1029]
  - (2) Coordinates resolution of CL II supply problems with the brigade S4 and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1029]
  - (3) Coordinates deliveries from corps to brigade units with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1029]
  - (4) Coordinates emergency or air resupply during NBC intrusions with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1029]
- c) The FSB support operations section directs the CL III system. [ARTEP 63-005-MTP, Task 63-1-1026]
- (1) Identifies all sustainment controls and priorities set forth in the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (2) Forwards bulk fuel forecast from the brigade S4 to the DMMC. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (3) Coordinates throughput bulk products delivery with the brigade S4 and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (4) Coordinates resolution of actual or anticipated CL III problems with the brigade S4, the DMMC, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (5) Maintains current location(s) of CL III supply points in the BSA and supporting elements in the DSA. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (6) Monitors daily consumption reports from the FSB headquarters and supply company to the DMMC to ensure compliance with sustainment controls. [ARTEP 63-005-MTP, Task 63-1-1026]

- (7) Maintains current storage capabilities of the FSB headquarters and supply company and the maneuver battalions. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (8) Monitors maneuver battalions' basic load status in coordination with the brigade S4 to ensure that they are maintained at prescribed levels. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (9) Provides CL III status update to the support operations officer and the XO, as required. [ARTEP 63-005-MTP, Task 63-1-1026]
- d) The FSB support operations section coordinates CL III support activities. [ARTEP 63-005-MTP, Task 63-1-1026]
- (1) Coordinates CL III pickup schedules with the FSB headquarters and supply company, the brigade S4, and non-brigade elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (2) Monitors CL III requisitions and issues from distribution points to Bn TFs to ensure compliance with sustainment controls. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (3) Coordinates CL III deliveries by the FSB headquarters and supply company to using units with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (4) Coordinates fuel diversions or re-routes to meet unexpected surge requirements with the DISCOM MMC and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (5) Coordinates the impact of the threat capability to interdict distribution routes with the FSB S2/3. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (6) Monitors CL III distribution point(s) daily status reports to verify current bulk and packaged CL III levels. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (7) Provides CL III status updates to the brigade S4 and the DISCOM SPO, as required. [ARTEP 63-005-MTP, Task 63-1-1026]

- e) The FSB support operations section coordinates CL III support during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (1) Identifies all sustainment controls and priorities set forth in the service support annex. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (2) Implements the increased consumption plan in coordination with the brigade S4, the DMMC, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (3) Provides adjustment recommendations for bulk fuel forecasts to reflect increased requirements to the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (4) Coordinates the relocation of CL III supply points to forward locations as the attack develops with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (5) Maintains current revisions to customer support lists that reflect changing operational requirements and priorities. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (6) Coordinates throughput bulk fuel and fog oil distribution with the DMMC and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (7) Coordinates bulk fuel airdrop or sling load resupply with the DISCOM SPO and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
- f) The FSB support operations section coordinates CL III support during defensive operations, including retrograde. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (1) Coordinates stockpiling of limited amounts of CL III products in centrally located battle positions as directed by the brigade S4 with the DMMC and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]



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- (2) Monitors the petroleum, oil, and lubricant (POL) portion of push-packages to ensure that required amounts are forwarded until units request suspension of delivery through the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
- (3) Organizes CL III assets for nighttime resupply operations to reduce the chances of threat interference. [ARTEP 63-005-MTP, Task 63-1-1026]
- (4) Repositions CL III assets by echelon, to the rear. [ARTEP 63-005-MTP, Task 63-1-1026]
- (5) Directs the FSB headquarters and supply company to upload as many CL III assets as possible. [ARTEP 63-005-MTP, Task 63-1-1026]
- (6) Coordinates adjustments to the fuel consumption forecast to reduce the quantity of fuel pushed forward with the brigade S4 during retrograde operations. [ARTEP 63-005-MTP, Task 63-1-1026]
- (7) Coordinates the evacuation of petroleum products to planned fall-back points as directed by the brigade S4 with the DISCOM SPO and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]
- (8) Provides instructions for the destruction of petroleum products to supported and subordinate units to prevent their capture or use by enemy forces. [ARTEP 63-005-MTP, Task 63-1-1026]
- (9) Directs the evacuation of CL III at night and during periods of limited visibility. [ARTEP 63-005-MTP, Task 63-1-1026]
- (10) Coordinates security requirements with the brigade S3 and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
- g) The FSB support operations section coordinates CL III support in an NBC environment. [ARTEP 63-005-MTP, Task 63-1-1026]

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- (1) Identifies the location, type, and amount of contaminated petroleum products within the BSA. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (2) Coordinates the issuance of contaminated petroleum products with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
- h) The FSB support operations section directs CL IV support. [ARTEP 63-005-MTP, Task 63-1-1029]
- (1) Monitors requisitions and issues between brigade units and the FSB headquarters and supply company for compliance with sustainment controls as established by the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1029]
  - (2) Coordinates resolution of CL IV supply problems with the brigade S4 or the brigade engineer and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1029].
  - (3) Coordinates delivery schedules with the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1029]
  - (4) Coordinates increased demands during defensive operations with the brigade S4, the DISCOM SPO, and the MSB support operations section. [ARTEP 63-005-MTP, Task 63-1-1029]
- i) The FSB support operations section directs the CL IV and V system. [ARTEP 63-005-MTP, Task 63-1-1027]
- (1) Identifies all sustainment controls and priorities set forth in the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (2) Coordinates resolutions of actual or anticipated CL IV and V problems with the brigade S4, the DISCOM SPO, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (3) Maintains current locations of all ATPs, corps ammunition supply points (ASP), and other stockpiles that are located in the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]

- (4) Maintains current CL IV and V stockage levels of all brigade units. [ARTEP 63-005-MTP, Task 63-1-1027]
- j) The FSB support operations section coordinates CL IV and V activities in the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (1) Coordinates CL V supplies pickup schedules with the ATP and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (2) Monitors CL V requisitions and issues from the ATP to Bn TFs to ensure compliance with established sustainment controls. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (3) Coordinates with the brigade S4 for CL IV and V deliveries from corps to brigade units. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (4) Provides recommendations to the DAO and the brigade S4 concerning CL V cross-leveling and changes to support procedures as dictated by priorities and the changing tactical situation. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (5) Coordinates with the DAO, the ATP, and the brigade S4 on CL V diversions or re-route to meet unexpected surge requirements. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (6) Coordinates ammunition supply quality assurance, explosive ordnance disposal, and inspection/malfunction investigations with the DISCOM SPO and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (7) Monitors levels by inspecting the ATP daily stockage report to the DMMC DAO. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (8) Provides ammunition status updates to the support operations officer and the XO, as required. [ARTEP 63-005-MTP, Task 63-1-1027]
- k) The FSB support operations section coordinates CL V support during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1027]

## Tasks Organized by Outcomes for FSB BF 19

- (1) Identifies all sustainment controls and priorities set forth by the brigade OPORD or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (2) Identifies location(s) and amounts of all stockpiled ammunition located in the BSA or other forward locations. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (3) Coordinates with the DISCOM SPO section and the brigade S4 for additional transportation requirements for the movement of ammunition within the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (4) Coordinates with the brigade S4 and the DISCOM SPO section on the movement of the ATP as far forward as possible. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (5) Coordinates the movement of preplanned and pre-configured CL V push-packages with the brigade S4, the DMMC DAO, and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (6) Coordinates CL V airdrop or sling load resupply with the brigade S4, the DMMC DAO, and the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (7) Coordinates with the brigade S4 on the adjustment and redistribution of ammunition stocks as the tactical situation changes. [ARTEP 63-005-MTP, Task 63-1-1027]
- l) The FSB support operations section coordinates CL IV and V support during defensive operations, including retrograde. [ARTEP 63-005-MTP, Task 63-1-1027]
- (1) Coordinates with the brigade S4, the DMMC, and the FSB headquarters and supply company on stockpiling (caches) limited amounts of ammunition in centrally located occupied positions in the forward main battle area (MBA). [ARTEP 63-005-MTP, Task 63-1-1027]
  - (2) Coordinates adjustment of basic loads with the DMMC DAO to allow Bn TFs to stock increased amounts of ammunition. [ARTEP 63-005-MTP, Task 63-1-1027]

- (3) Coordinates with the brigade S4, the DMMC DAO, and the FSB headquarters and supply company on providing push packages of critical ammunition on a scheduled basis. [ARTEP 63-005-MTP, Task 63-1-1027]
- (4) Coordinates with the DMMC DAO and the DISCOM SPO section on locations of semitrailers and other vehicles loaded with unit type, high-usage ammunition, and CL IV barrier near positions expected to be occupied as defensive units fall back. [ARTEP 63-005-MTP, Task 63-1-1027]
- (5) Directs the ATP to prepare CL V supplies for rapid displacement. [ARTEP 63-005-MTP, Task 63-1-1027]
- (6) Coordinates with the brigade S4 on a night resupply plan to reduce the chance of threat interference. [ARTEP 63-005-MTP, Task 63-1-1027]
- (7) Coordinates the replenishment, reallocation, and redistribution of CL IV and V stocks as needed with the DMMC DAO. [ARTEP 63-005-MTP, Task 63-1-1027]
- (8) Coordinates limiting the flow of ammunition forward with the brigade S4, the DMMC DAO, and the ATP during retrograde operations. [ARTEP 63-005-MTP, Task 63-1-1027]
- (9) Provides instructions for the destruction of ammunition to prevent threat capture to supported units and subordinate units in accordance with TSOP. [ARTEP 63-005-MTP, Task 63-1-1027]
- (10) Coordinates for the storage of as much ammunition and CL IV barrier materials as possible on mobile tractor-trailers with the DISCOM SPO and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1027]
- (11) Coordinates the evacuation of CL IV and V supplies to planned fall-back points as directed by the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]
- (12) Directs the evacuation of CL IV and V at night and during periods of limited visibility. [ARTEP 63-005-MTP, Task 63-1-1027]

- (13) Coordinates security requirements for the movement or storing of CL V supplies with the brigade S3 or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]
- (14) Provides monitoring assistance of chemical munitions when those type of munitions are stored within the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
- (15) Coordinates explosive ordnance disposal mission requirements in the BSA with the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1027]
- m) The FSB support operations section coordinates CL IV and V support in an NBC environment. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (1) Maintains location, type of, and amount of contaminated ammunition located in BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (2) Coordinates the movement of contaminated stocks with the brigade S4, the DMMC DAO, and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (3) Coordinates routes for transporting contaminated stock with the FSB S2/3 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (4) Coordinates the issuance of contaminated stock with the brigade S4, the ATP, and the DISCOM DAO. [ARTEP 63-005-MTP, Task 63-1-1027]
- n) The FSB support operations section directs CL VI support activities. [ARTEP 63-005-MTP, Task 63-1-1030]
  - (1) Coordinates requests for sundry items issue with the brigade S4 and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1030]
  - (2) Coordinates requests for exchange services with the brigade S4 and the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1030]

- o) The FSB support operations section directs CL VII support.  
[ARTEP 63-005-MTP, Task 63-1-1029]
  - (1) Monitors battle loss reports to identify CL VII replacement requirements. [ARTEP 63-005-MTP, Task 63-1-1029]
  - (2) Coordinates the assembly of end-items, crews, and ammunition if weapons system replacement is to be conducted in the BSA. [ARTEP 63-005-MTP, Task 63-1-1029]
  - (3) Coordinates CL VII deliveries with the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1029]
  - (4) Coordinates weapon system replacement status that affects the supported brigade with the DMMC CL VII manager and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1029]
  
- p) The FSB support operations section directs water support operations. [ARTEP 63-005-MTP, Task 63-1-1030]
  - (1) Maintains current locations of all water points in the BSA and in the DSA. [ARTEP 63-005-MTP, Task 63-1-1030]
  - (2) Coordinates water deliveries from rear areas to the BSA with the DMMC, the brigade S4, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1030]
  - (3) Forwards current water point(s) operations hours to the brigade S4, FSB units, and all corps and divisional "slice" elements operating in the BSA. [ARTEP 63-005-MTP, Task 63-1-1030]
  - (4) Coordinates resolution of water supply problems with the brigade S4, the DMMC, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1030]
  - (5) Provides water support status updates to the brigade and FSB staffs, as required. [ARTEP 63-005-MTP, Task 63-1-1030]

- q) The FSB support operations section directs maintenance operations. [ARTEP 63-005-MTP, Task 63-1-1028]
- (1) Identifies all sustainment controls and priorities in the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (2) Maintains current location(s) of all BSA maintenance elements and the locations of all supporting elements in the DSA. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (3) Maintains status of Bn TF's PLL in coordination with the brigade S4 and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (4) Maintains status of the capabilities of the maintenance system, to include equipment, personnel, and vehicles. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (5) Provides maintenance sustainment system updates to the brigade S4 and the DISCOM staff, as required. [ARTEP 63-005-MTP, Task 63-1-1028]
- r) The FSB support operations section coordinates maintenance support activities. [ARTEP 63-005-MTP, Task 63-1-1028]
- (1) Monitors battle damage assessment and repair (BDAR) efforts of subordinate elements to ensure that the focus is on the equipment and weapon systems that have an immediate effect on the combat mission. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (2) Coordinates vehicular recovery of equipment to maintenance collection points with the brigade S4 and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (3) Coordinates repair time guidelines with the brigade S4 and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (4) Monitors cannibalization activities at maintenance collection points to ensure compliance with the brigade's and division's disposition instructions. [ARTEP 63-005-MTP, Task 63-1-1028]



- (5) Coordinates with the brigade S4 on lateral shifting of evacuation by focusing evacuation efforts where backlogs are creating problems in the maneuver battalions. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (6) Coordinates controlled exchange activities with the brigade S4 and the FSB maintenance company to ensure compliance with the brigade's and division's directives. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (7) Monitors repair parts supply system for compliance with issue controls and priorities as directed by the brigade S4 and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (8) Coordinates the evacuation of vehicles and equipment to the rear with the DISCOM SPO and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (9) Inspects the ASL change list in coordination with the FSB maintenance company to ensure that only essential items are retained. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (10) Monitors automated maintenance management system output data to assist in forecasting requirements, scheduling workloads, reducing backlogs, and analyzing performance indicators. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (11) Provides maintenance system report updates to the DISCOM and brigade staffs, as required. [ARTEP 63-005-MTP, Task 63-1-1028]
- s) The FSB support operations section coordinates maintenance support during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1028]
- (1) Coordinates with the brigade S4 and the FSB maintenance company on the relocation of MSTs to accompany or follow attacking elements. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (2) Provides instructions on the priority of critical items repairs. [ARTEP 63-005-MTP, Task 63-1-1028]

- (3) Provides instructions on unserviceable or reparable items accountability and evacuation limitations. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (4) Provides an alert of increased reinforcing support requirements to the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (5) Directs recovery operations using all available recovery and evacuation assets in the BSA in coordination with the Bde S4. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (6) Coordinates with the DISCOM SPO and the FSB maintenance company on the uploading of combat-essential ASL and PLL stocks for quick redeployment forward. [ARTEP 63-005-MTP, Task 63-1-1028]
- t) The FSB support operations section coordinates maintenance support during defensive and retrograde operations. [ARTEP 63-005-MTP, Task 63-1-1028]
- (1) Coordinates the maintenance repair parts portion of push-packages with the brigade S4 and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (2) Consolidates operations of different types of MSTs to maximize the use of available transportation assets. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (3) Provides instructions on the forward deployment of MSTs consistent with the tactical situation. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (4) Directs maintenance efforts to ensure the return of critical reparable weapons systems to battle in the least time possible. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (5) Coordinates the relocation of maintenance elements that are not part of MSTs with the brigade S4 and the FSB maintenance company by echeloning non-team elements to the rear. [ARTEP 63-005-MTP, Task 63-1-1028]

- (6) Coordinates security requirements for maintenance operations with the brigade S3 or S4. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (7) Identifies all units within the BSA that have recovery capabilities. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (8) Coordinates with the DMMC, the brigade S4, and the FSB maintenance company on limiting the flow of repair parts and replacement components forward. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (9) Coordinates additional transportation requirements needed to deploy maintenance elements and critical reparable equipment to the rear with the brigade S4, the DISCOM SPO, and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (10) Directs the evacuation of maintenance elements that have critical reparables to fall-back points as directed by the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (11) Coordinates the authorization for a cannibalization exception to policy with the DISCOM SPO and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (12) Directs the destruction of critical nonreparable and non-critical equipment that is not reparable within the established time frame in coordination with the brigade S4 and in accordance with established directives. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (13) Directs the evacuation of supplies and equipment at night and during other periods of limited visibility, if the tactical situation permits. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (14) Coordinates security requirements for maintenance operations with the brigade S3 or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]
- u) The FSB support operations section coordinates maintenance support in an NBC environment. [ARTEP 63-005-MTP, Task 63-1-1028]

- (1) Maintains current locations of the amount and type of contamination effecting BSA maintenance elements in coordination with the FSB S2/3. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (2) Provides instructions on the priority of contaminated equipment for repairs, recovery, and evacuation in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (3) Coordinates requirements for decontamination teams with the brigade S4 and the FSB S2/3. [ARTEP 63-005-MTP, Task 63-1-1028]
- v) The FSB support operations section directs BSA HSS operations. [ARTEP 63-005-MTP, Task 63-1-1031]
- (1) Monitors patient evacuation operations in coordination with the FSB medical company to ensure maximum efficiency of available evacuation assets. [ARTEP 63-005-MTP, Task 63-1-1031]
  - (2) Requests additional HSS requirements from the DMOC when FSB medical capabilities have been exceeded. [ARTEP 63-005-MTP, Task 63-1-1031]
  - (3) Provides changes to operations and plans to the FSB medical company. [ARTEP 63-005-MTP, Task 63-1-1031]
  - (4) Provides HSS status updates to the brigade S4 and the FSB staffs, as required. [ARTEP 63-005-MTP, Task 63-1-1031]
  - (5) Coordinates forward echelon of medical evacuation elements in support of offensive operations with the FSB medical company, the brigade S4, and the DMOC. [ARTEP 63-005-MTP, Task 63-1-1031]
  - (6) Coordinates the relocation of medical elements to fall-back positions in support of defensive or retrograde operations with the FSB medical company, the brigade S4, and the DMOC. [ARTEP 63-005-MTP, Task 63-1-1031]
- w) The FSB support operations section directs medical supply and maintenance operations. [ARTEP 63-005-MTP, Task 63-1-1031]

- (1) Monitors requisitions and issues from the FSB medical company to Bn TF's aid stations to ensure compliance with sustainment controls. [ARTEP 63-005-MTP, Task 63-1-1031]
  - (2) Coordinates resolution of medical resupply and maintenance problems with the brigade S4, the FSB medical company, and the DMOC. [ARTEP 63-005-MTP, Task 63-1-1031]
  - (3) Coordinates additional transportation requirements for delivery of medical supplies with the DISCOM SPO and the DMOC. [ARTEP 63-005-MTP, Task 63-1-1031]
- x) The FSB support operations section directs and maintains status of BSA transportation assets. [ARTEP 63-005-MTP, Task 63-1-1033]
- (1) Maintains current locations of all BSA transportation assets and locations of all transportation activities supporting the BSA. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (2) Maintains BSA transportation capabilities by reviewing the logistics statistics (LOGSTAT) report from subordinate and brigade units in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (3) Coordinates transportability priorities, task organization, and highway regulations within the BSA with the DISCOM SPO and the supporting MP element. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (4) The FSB support operations section coordinates ground transportation support. [ARTEP 63-005-MTP, Task 63-1-1033]
    - (a) Monitors transportation operations to ensure that assets are committed based on priorities for movement established by the brigade OPORD and the FSB commander [ARTEP 63-005-MTP, Task 63-1-1033]

- (b) Recommends cross-leveling to equalize the workload throughout the BSA to support changing priorities to the brigade S4 and the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (c) Submits a road movement bid to obtain clearance to move convoys and oversize/overweight vehicles through the DSA to the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (d) Coordinates delivery schedules of logistics items to the BSA with the DISCOM SPO to avoid traffic congestion in delivery areas. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (e) Coordinates delivery of supplies and equipment within the BSA with the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (f) Forwards requests for additional transportation from the brigade S4 to the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (g) Coordinates resolutions for transportation delays or problems with the brigade S4 and the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (h) Provides ground transportation status updates to the brigade and FSB staffs, as required. [ARTEP 63-005-MTP, Task 63-1-1033]
- (5) The FSB support operations branch coordinates air transportation support. [ARTEP 63-005-MTP, Task 63-1-1033]
- (a) Monitors preplanned airlift resupply requests in coordination with the DISCOM SPO to ensure validation and transmission to the DMMC. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (b) Coordinates airlift support operations requests between the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1033]

- (c) Coordinates delivery times and locations with the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (d) Coordinates ground support and transportation requirements for all deliveries in the BSA. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (e) Provides air transportation support status update to brigade and FSB staffs, as required. [ARTEP 63-005-MTP, Task 63-1-1033]
- (6) The FSB support operations section coordinates transportation support in an NBC environment. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (a) Estimates the impact of NBC attacks on support operations in coordination with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (b) Coordinates the delivery of contaminated cargo with the brigade S4, the DISCOM SPO, and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (c) Disseminates information on contaminated routes and rerouting to all subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (d) Requests information on contaminated routes and highway reconnaissance data from the RCPOC, the DISCOM SPO section, and the MPs operating in the area. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (e) Coordinates the deliberate decontamination of transfer points with the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1033]
- 7) The FSB support operations section coordinates airdrop services. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (a) Provides instructions on policies and procedures for requesting airdrop service to the brigade S4 and

other BSA elements. [ARTEP 63-005-MTP, Task 63-1-1034]

- (b) Provides technical assistance on airdrop, rigging, recovery, and maintenance of airdrop equipment to the supported brigade and other BSA elements. [ARTEP 63-005-MTP, Task 63-1-1034]
- (c) Forwards the airdrop request from the brigade S4 to the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1034]

y) The FSB support operations section directs GRREG support in the BSA. [ARTEP 63-005-MTP, Task 63-1-1034]

- (1) Maintains current locations of GRREG collection points in the BSA and DSA. [ARTEP 63-005-MTP, Task 63-1-1034]
- (2) Monitors GRREG operations at BSA collection point(s) to ensure compliance with directed policies and procedures. [ARTEP 63-005-MTP, Task 63-1-1034]
- (3) Forwards additional evacuation requirements from the brigade S4 to the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1034]
- (4) Monitors GRREG records and reports to ensure compliance with regulations, the FSB TSOP, and the brigade service OPORD. [ARTEP 63-005-MTP, Task 63-1-1034]
- (5) Coordinates aerial reconnaissance for search for remains with the brigade S4, the DISCOM SPO, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1034]
- (6) Provides GRREG operation status update to the brigade S4 and the FSB staff, as required. [ARTEP 63-005-MTP, Task 63-1-1034]

z) The FSB support operations section directs clothing exchange and bath, salvage, laundry, and renovation support. [ARTEP 63-005-MTP, Task 63-1-1034]



- (1) Requests support in coordination with the brigade S4 from the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (2) Coordinates location(s) and augmentation procedures with the FSB headquarters and supply company and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (3) Provides times and schedules for services support to the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (4) Coordinates back-haul of all salvage equipment with the FSB headquarters and supply company, maintenance company, and the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (5) Provides support status updates to the brigade S4 and the FSB staff, as required. [ARTEP 63-005-MTP, Task 63-1-1034]
- 4) The FSB support operations officer oversees the preparation for conducting ROM operations.
  - 5) The FSB support operations section directs and coordinates support for MPs, chemical elements, and other units which have no organizational or DS support operating in the brigade area. [FM 63-20, p. 1-5]
- d. The FSB staff directs internal FSB logistical preparations:
- 1) The FSB S1 and S1 section coordinate internal medical support requirements. [ARTEP 63-005-MTP, Task 63-1-1042]
    - a) Calculate probable internal medical support requirements. [ARTEP 63-005-MTP, Task 63-1-1042]
    - b) Monitor routine and emergency treatment and evacuation procedures to ensure compliance with the medical support plan and instructions from the supporting medical element. [ARTEP 63-005-MTP, Task 63-1-1042]
    - c) Monitor FSB preventive medicine measures to ensure compliance with the TSOP. [ARTEP 63-005-MTP, Task 63-1-1042]

- d) Develop a battle stress management plan. [ARTEP 63-005-MTP, Task 63-1-1042]
- 2) The FSB S4 and S4 section coordinate internal FSB maintenance operations. [ARTEP 63-005-MTP, Task 63-1-1025]
  - a) Consolidate subordinate elements' maintenance reports to analyze the overall FSB equipment readiness. [ARTEP 63-005-MTP, Task 63-1-1025]
  - b) Provide equipment status reports to the FSB commander and other staff sections for mission planning purposes. [ARTEP 63-005-MTP, Task 63-1-1025]
  - c) Monitor the maintenance management system automated data output to assist in forecasting requirements and analyzing performance indicators. [ARTEP 63-005-MTP, Task 63-1-1025]
  - d) Coordinate current or anticipated maintenance problems with all other FSB staff sections and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1025]
  - e) Monitor FSB subordinate elements' PLL to ensure that levels are consistent with sustainment controls established in the FSB TSOP and guidance from the DMMC. [ARTEP 63-005-MTP, Task 63-1-1025]
  - f) Coordinate recovery and evacuation assets with subordinate elements to ensure the timely recovery and evacuation of all FSB equipment. [ARTEP 63-005-MTP, Task 63-1-1025]
  - g) Monitor the controlled substitution program within the FSB to ensure compliance with the guidance and priorities established by the FSB commander. [ARTEP 63-005-MTP, Task 63-1-1025]
  - h) Coordinate the priority of maintenance efforts and repair time guidelines with the FSB S2/3 and the FSB support operations sections and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1025]
  - i) Provide a current materiel readiness briefing to the FSB commander and XO, as required. [ARTEP 63-005-MTP, Task 63-1-1025]

- 3) The FSB S4 and S4 section coordinate internal FSB supply operations. [ARTEP 63-005-MTP, Task 63-1-1025]
- a) Monitor subordinate elements' supply operations to ensure compliance with the FSB TSOP and applicable regulations. [ARTEP 63-005-MTP, Task 63-1-1025]
  - b) Process requests for replenishing basic loads to verify requirements and accuracy. [ARTEP 63-005-MTP, Task 63-1-1025]
  - c) Maintain data on available usage and required rates for CL III and V supplies. [ARTEP 63-005-MTP, Task 63-1-1025]
  - d) Monitor CL V resupply activities of subordinate elements to ensure compliance with established issue controls. [ARTEP 63-005-MTP, Task 63-1-1025]
  - e) Monitor FSB CL III resupply activities to ensure compliance with established issue controls. [ARTEP 63-005-MTP, Task 63-1-1025]
  - f) Coordinate schedules and methods of distribution between subordinate and supporting elements. [ARTEP 63-005-MTP, Task 63-1-1025]
  - g) Coordinate receipt and disposition of captured enemy equipment with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1025]
  - h) Maintain property book records of subordinate elements and any separate elements operating in the BSA. [ARTEP 63-005-MTP, Task 63-1-1025]
  - i) Record adjustments, issues, turn-ins, property losses, and status reports using standard property book system - redesigned (SPBS-R) programs. [ARTEP 63-005-MTP, Task 63-1-1025]
  - j) Calculate consumption rates for MOPP gear and decontamination supplies. [ARTEP 63-005-MTP, Task 63-1-1025]
  - k) Maintain the current FSB commander's critical items list. [ARTEP 63-005-MTP, Task 63-1-1025]

- 4) The FSB S4 and the S4 section direct and coordinate FSB field services requirements. [ARTEP 63-005-MTP, Task 63-1-1025]
  - a) Forward the FSB field feeding plan to all organic and attached elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1025]
  - b) Inspect field feeding operations and the ration storage areas of the battalion's subordinate elements to ensure compliance with the feeding plan and sanitation regulations. [ARTEP 63-005-MTP, Task 63-1-1025]
  - c) Coordinate field service requirements for all subordinate elements with the DISCOM S4 or the FSB support operations section. [ARTEP 63-005-MTP, Task 63-1-1025]
  - d) Coordinate water requirements for all subordinate elements with the DISCOM S4 or the FSB support operations section. [ARTEP 63-005-MTP, Task 63-1-1025]
  - e) Provide a food service and field services status briefing to the FSB S4 officer and the FSB commander. [ARTEP 63-005-MTP, Task 63-1-1025]
- 5) The FSB S4 and S4 section coordinate FSB internal transportation requirements. [ARTEP 63-005-MTP, Task 63-1-1025]
  - a) Consolidate transportation requirements for all FSB elements. [ARTEP 63-005-MTP, Task 63-1-1025]
  - b) Coordinate FSB administrative transportation requirements with the DISCOM S4 or the FSB support operations section. [ARTEP 63-005-MTP, Task 63-1-1025]
  - c) Coordinate transportation for EPW evacuation with the supporting MP element in coordination with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1025]
  - d) Prepare load plans for the FSB headquarters in coordination with the FSB headquarters and supply company commander. [ARTEP 63-005-MTP, Task 63-1-1025]
  - e) Provide an internal transportation status report to the FSB commander and XO, as required. [ARTEP 63-005-MTP, Task 63-1-1025]

- h. The FSB commander integrates the BOS during visits, backbriefs, and rehearsals. [FM 101-5, p. H-36 - H-42]
  - 1) The FSB commander integrates intelligence requirements with the other BOS.
  - b) The FSB S2/3 processes information and disseminates updated intelligence of the enemy situation, terrain, and weather.
- 10) Inspections and visits are scheduled; units may be informed of times.
  - c) The FSB commander's representatives, conducting inspections and visits, inform him of refinements and adjustments that they have directed as well as problems that they have observed.
- k. FSB subordinate, attached, and OPCON units conduct final battlefield preparations based on the updated FSB OPORD, FRAGO, and associated documents. Information is exchanged to ensure that:
  - 1) The latest intelligence on the enemy is disseminated by the FSB S2/3.
  - 2) The latest DS support information is disseminated by the support operations officer.
  - 4) FSB staff officers and subordinate leaders perform final coordination.
  - 5) Problems are identified and compensated for.
  - 6) The session is timed to ensure that final coordination and plan modification can occur in a timely manner.
  - 7) The FSB S2/3 section task organizes subordinate units and elements for the support mission. [ARTEP 63-005-MTP, Task 63-1-1009]

#### **Outcome 4**

Sound (feasible, suitable, acceptable) decisions are made by the FSB commander and others within the FSB.

#### **Task Elements**

- 2. **Forward support battalion command posts acquire, evaluate, and communicate information and maintain status.** [TRADOC Pam 11-9, Chap 7 and App D; FM 101-5, Chaps 3, 4 and 6, pp. 1-11 - 1-17, 3-50, 5-11, 6-5, 6-7, 6-8, 6-9, 6-11, 6-16, C-4, App A, C and D; FM 63-20, Chaps 7, 8 and 9, pp. 1-5, 2-3, 2-8, 3-2, 3-3, 3-4, 3-5, 5-2, 5-5, 5-6,

5-7, 5-9, 5-10, 5-11, 5-12, 5-13, 5-14, 6-2, 6-3, 6-4, 6-5, 6-6, 6-7, 6-8, 6-9, 7-3, 7-10, 9-11 and B-3; ARTEP 63-005-MTP, Task 63-1-1012, 1022, 1037, 1042, 1050 and 1051)

- a. The FSB commander and staff acquire information. [TRADOC Pam 11-9, Chap 7 and App D]
  - 1) The FSB commander receives and communicates information relative to FSB operations.
    - a) The FSB commander alone decides what information is critical to his decision making based on: [FM 101-5, Chap 6 and App C]
      - (1) His mission and intent.
      - (2) The brigade, DISCOM, and division commanders' intents.
      - (3) His experience.
    - b) The FSB commander changes CCIR based on: [FM 101-5, p. 6-9]
      - (1) Prior decisions and requirements for new CCIR to accommodate the progress of the battle or the situation (e.g., changes in battle phasing).
      - (2) Changes to mission, enemy, terrain, troops, and time (METT-T) which alter the FSB commander's information requirements.
        - (a) The FSB commander's visualization of the current and the desired endstate.
        - (b) New guidance or missions from the brigade or the DISCOM commander.
    - c) The FSB staff and subordinate leaders use the CCIR to focus information gathering and immediately communicate mission-critical information and recommendations that the FSB commander needs to conduct his decision-making process (DMP). [FM 101-5, pp. 6-8, 6-11, 6-16 and C-4]
- 3. **The forward support battalion commander visualizes the battlefield.** [FM 101-5, Chap 1, 2, 3, 4, pp. 1-4 - 1-17, 2-14, 2-15, 4-4, 4-46, 4-48 and 9-85, App C, D and E; FM 63-20, pp. 1-3, 2-5, 2-6, 2-8, 2-9, 3-6, 5-9, 5-10, 5-13, 6-2, 6-6 and 6-7; ARTEP 63-005-

MTP, Task 63-1-1042 and 1050; Battle Command, Techniques and Procedures, Chap 2 and 4]

- a. The FSB commander updates his estimate based on his assessment of the current situation based on METT-T: [FM 100-5, pp. 2-14, 2-15; FM 101-5, pp. 1-4 - 1-11, 9-85, Chap 4, App C]

1) Mission.

- a) Changes to the brigade, DISCOM, and division commanders' missions and intents.
- b) Changes to the brigade and the DISCOM commanders' concepts of operations.
- c) The status of progress to determine if required FSB preparation activities will be completed and achieve the needed before the battle.
  - (1) Planning and refinement of plans.
  - (2) Coordination.
  - (3) FSB elements' preparations.

2) Enemy.

- a) Whether the estimates of enemy strength, capabilities, and projected courses of action (COA) are still valid.
- b) Whether the FSB commander's EEFI is still valid.
- c) Whether the collection plan is resulting in the collection and acquisition of necessary information.
  - (1) PIR and IR:
    - (a) Whether they are being filled.
    - (b) Whether they are adequate to focus requirements for information about the enemy.

- (2) Whether the positioning and activity of FSB collection assets and whether external sources for acquiring information are meeting the collection plan requirements.
  - (a) MP assets.
  - (b) FSB security elements and subordinate units tasked to perform collection requirements.
  - (c) Army aviation elements.
  - (d) The brigade staff.
  - (e) Adjacent and forward units.
- d) The FSB commander assesses the initial IPB and threat analysis documents to determine if they are still valid.
- 3) Troops.
  - a) Whether the FFIR are still valid.
  - b) Required capability to accomplish the FSB mission and achieve the visualized endstate are compared to present and projected capabilities.
- (1) Systems and equipment (e.g., vehicles, test sets) which are ready for battle; changes in availability since initial analysis.
- (2) Projections from the BMO and the support operations sections of equipment which will be available prior to mission execution and those which will not be available.
- (3) Adequacy of the FSB level operations plan (OPLAN) or OPOD synchronization, coordination, integration, and refinements based on rehearsals, backbriefs, reports from the FSB S2/3, and personal inspections.
- c) Locations, activities, and intentions of supporting and supported units are appraised to determine impact on FSB preparations for battle.



- (1) FSB planning and actions which could cause supporting and supported units to change or alter their plans.
  - (2) Supporting and supported units plans and actions which require change or alteration of the FSB plan.
- d) Subordinate unit plans and preparation activities.
  - (1) FSB platoon leaders' and company commanders' understanding of the FSB commander's intent and their plans to achieve the intent.
  - (2) Preparations of FSB companies and platoons to accomplish their missions.
    - (a) Troop leading procedures.
    - (b) Pre-combat inspections.
  - (3) Adequacy of FSB companies and other FSB elements' synchronization, integration, and coordination, to include:
    - (a) Rehearsals.
    - (b) Backbriefs.
    - (c) Reconnaissance.
  - (4) Construction of obstacles, fighting positions, and protective positions in accordance with timelines.
- 4) Terrain.
  - a) Whether the initial estimate of the terrain and the appraisal of the impact of terrain on the concept of the operation are still valid.
    - (1) Terrain factors: Observation and fields of fire, cover and concealment, obstacles, key terrain, avenues of approach (OCOKA).
    - (2) Obstacles and progress of FSB efforts to reinforce the terrain.

- b) Whether forecasts of weather conditions identified in the development of the plan and preparation timelines are still valid.
  - (1) Visibility (including fog and cloud cover) and light data.
  - (2) Effects of weather.
    - (a) Wind speed and directions.
    - (b) Precipitation data.
    - (c) Temperature and humidity.
    - (d) Impact on trafficability.
  - (3) Information which changes the initial assessment of weather factors.
- 5) Time.
  - a) Whether key mission preparation events and activities for FSB units and brigade field trains elements are being accomplished in accordance with planned timelines.
  - b) Based on what has been accomplished and what has yet to be done, whether sufficient time is available to complete all tasks by all BSA elements.
- 6) The battlefield operating systems (BOS). [FM 101-5, App C]
  - a) Intelligence.
    - (1) Is the portrayal of enemy situation still valid?
    - (2) Are BSA collection assets still capable of providing required information about the enemy?
    - (3) Are original estimates about the weather and terrain still valid?
  - b) Maneuver.
    - (1) Can elements of the BSA and FSB elements away from the BSA defend themselves while performing their CSS mission?

- (2) Does the repositioning of FLEs ensure that the mission can be supported as planned?
  - (3) Will preparations be completed in accordance with the FSB commander's intent and in time to accomplish the mission?
  - (4) The FSB commander assesses the planned movement and repositioning criteria to ensure that the mission can be achieved as visualized. [FM 63-20, App A]
    - (a) Routes are reconnoitered, marked, and prepared for use.
    - (b) Movement can be conducted as envisioned; the FSB is not exposed to enemy fire during displacement.
    - (c) Movement and repositioning times allow the FSB to provide support as visualized.
    - (d) The BSA defense and the support plan support the concept of the operation. Prepares a priority listing that identifies the support facilities which have the greatest impact on the brigade's current operation. [ARTEP 63-005-MTP, Task 63-1-1050]
    - (e) Distances and terrain factors which impact on displacement and repositioning are compensated for.
  - (5) The FSB commander assesses changes to planning for direct and indirect fires based on new enemy and terrain information.
  - (6) The FSB commander assesses employment criteria and events for the use of the reaction force to achieve the impact visualized.
- c) Fire support.
- (1) Have fire support plans been adjusted based on new enemy and terrain information?

- (2) Have direct and indirect fire coordination measures been disseminated and confirmed by FSB subordinate commanders?
  - (3) Have target lists been updated by the FSO?
  - (4) Are fire support units positioned and prepared to support the operation?
  - (5) Will the execution of the fire support plan result in indirect fires that will achieve desired results and intent? [FM 63-20, p. 5-9]
  - (6) Will fire support control measures support changes to the concept of the operation? [FM 63-20, p. 6-2]
- d) AD.
- (1) Changes to ADA coverage are assessed to ensure support of adjusted priorities, concept of the operation, and the FSB commander's intent to provide protection to all BSA tenant activities and to critical supplies. [FM 63-20, pp. 5-9 - 5-10]
  - (2) Changes to availability of AD systems and modifications to the weapons control status are being made based on changes to the enemy air threat. [FM 63-20, pp. 5-9 - 5-10]
  - (3) Options for FSB passive AD measures are being considered based on changes or updated information. [FM 63-20, pp. 5-9 - 5-10]
- e) M/CM/S for the BSA.
- (1) The FSB countermobility plan.
    - (a) Are obstacles in place or projected to be?
    - (b) Are obstacles observed and covered by fire?
    - (c) Are obstacles constructed to standard?
    - (d) Is there adequate barrier material and equipment? Will it be delivered on time?

- (e) Is the FSB countermobility plan still valid? [FM 63-20, p. 5-10]
- (2) Changes to the FSB survivability plan. The FSB commander assesses the status of subordinate unit fighting position preparation to determine whether the force will be ready or if there is a need for changes to the plan. [FM 63-20, p. 5-13]
- (3) Changes to the FSB OPSEC, security forces, and subordinate unit local force protection operations:
  - (a) The FSB commander assesses the adequacy of MP patrols and BSA reconnaissance elements to ensure that the BSA is protected as it prepares for the mission.
  - (b) The FSB commander assesses the effectiveness of the BSA's OPSEC measures in denying the enemy information that provides indications of the FSB commander's concept of the operation (e.g., FSB disposition and activities).
- f) Combat service support.
  - (1) Is there a need to adjust CSS priorities based on new information?
  - (2) The FSB commander assesses organizational and DS supply operations to ensure compliance with his guidance and intent. [FM 63-20, p. 6-6]
    - (a) Routine resupply activities are reviewed to determine whether the plan can be supported.
    - (b) Emergency resupply activities are reviewed to determine adequacy of uploaded, pre-configured CL III and CL V push packages.
    - (c) Priorities for resupply are reviewed to determine changes based on new conditions or information.

- (d) Critical supplies (e.g., fuel, ammunition, barrier) are prepositioned as far forward as possible. [FM 63-20, p. 2-9]
  - (e) Ensures that adequate GRREG supplies are available. [FM 63-20, p. 2-9]
  - (f) Ensures that adequate capability will be available to conduct ROM operations.
- (3) The FSB commander assesses organizational and DS transportation operations to ensure compliance with his guidance and intent. [FM 63-20, pp. 6-6 - 6-7]
- (a) Required supplies, equipment, and personnel are being delivered to subordinate units and supported units on designated and approved MSRs and ASRs; assets are used to back-haul.
  - (b) Availability and serviceability of assets are reviewed to ensure that mission-related material is being transported in accordance with requirements. If not, the commander:
    - 1 Determines need to request additional assets to supplement the FSB.
    - 2 Assesses the need to change the planned employment of FSB assets.
  - (c) Changes to MSR and ASR conditions by weather or enemy action are assessed.
  - (d) Any required LZs are prepared. [FM 63-20, p. 2-13]
  - (e) Are there sufficient transportation assets available and operational to support the operation?
- (4) The FSB commander assesses FSB organizational and DS maintenance operations to ensure compliance with his guidance and intent. [FM 63-20, p. 6-6]

## Tasks Organized by Outcomes for FSB BF 19

- (a) Repairs are performed to bring units to fully mission-capable or mission-capable status.
  - (b) The FSB commander assesses maintenance, cannibalization, and controlled substitution/exchange guidance; changes guidance to meet updated maintenance status.
  - (c) The FSB commander checks performance of preventive maintenance checks and services and periodic services to ensure that subordinate units sustain combat power.
  - (d) The FSB commander reviews maintenance support to assigned, attached, DS, and operational control (OPCON) units to ensure that support is provided in compliance with his guidance.
  - (e) The FSB commander reviews the current and projected state of maintenance of equipment for both the battalion and the brigade.
- (5) The FSB commander assesses DS medical operations to ensure compliance with his guidance and intent. [FM 63-20, p. 6-7]
- (a) Reviews activities performed by subordinate leaders to prevent and reduce battlefield stress to ensure that personnel strength is available for the mission.
  - (b) Ensures that ambulances are positioned at battalion aid stations (BASs) and that AXPs are established. [FM 63-20, pp. 2-5 - 2-6]
  - (c) Ensures that changes to the employment of FSB medical and medical evacuation plans are made based on updated information.
    - 1 Supported aid station(s), AXPs, and the medical company are prepared to receive and evacuate casualties.
    - 2 Medical personnel, supplies, and equipment are available and positioned to support the

concept of the operation, to include ensuring that medical elements have a full basic load of supplies. [FM 63-20, p. 2-8]

- 3 The evacuation plan and the casualty tracking system are coordinated between the FSB medical company, the FSB S1, and S1s of other brigade units.
- (d) Ensures that medical personnel, supplies, and equipment are available and positioned to support the concept of the operation.
- (6) The FSB commander assesses personnel operations to ensure compliance with his guidance and intent.
  - (a) Morale, welfare, and recreation support is reviewed to determine that it is meeting requirements.
  - (b) The FSB S1 reviews replacement operations to ensure that new personnel are received and assigned in accordance with the commander's guidance and intent. The S1 section:
    - 1 Processes replacements. [ARTEP 63-005-MTP, Task 63-1-1042]
    - 2 Establishes a replacement receiving point. [ARTEP 63-005-MTP, Task 63-1-1042]
    - 3 Assigns replacements based on unit requirements, priority of requirements, and military occupational specialty (MOS). [ARTEP 63-005-MTP, Task 63-1-1042]
    - 4 Prepares arrival and data cards transactions. [ARTEP 63-005-MTP, Task 63-1-1042]
    - 5 Briefs replacements on unit assignment and tactical situation. [ARTEP 63-005-MTP, Task 63-1-1042]
  - (c) Will the status of personnel fill enable units to accomplish their missions and tasks?



- (7) The FSB commander assesses the status of morale in the BSA.
  - (8) The FSB commander ensures that all elements operating in the brigade AO, including division and corps assets, are provided levels I and II medical care. [FM 63-20, pp. 1-3 and 3-6]
- g) Command and control.
  - (1) Key BSA communications links are operational.
  - (2) Current and projected locations of FSB CPs provide for continuous C2.
- 7) The FSB commander provides guidance and directives to the staff and subordinate leaders to provide missing information required to fill gaps in his ability to assess the FSB's state of preparation. [FM 63-20, p. 6-2]
- b. The FSB commander projects the outcome of the current battle based on his evaluation of the current plan and battalion preparedness. [FM 101-5, pp. 1-11 - 1-17, 4-4]
  - 1) Based on changes to his estimate of the current situation and/or a new order, the FSB commander decides whether his visualization of the endstate necessary for the FSB will still accomplish the FSB mission.
  - 2) The FSB commander assesses preparedness by anticipating factors associated with each BOS. [FM 101-5, Chap 4; FM 34-130, Chap 1, 2, 3; Battle Command Techniques and Procedures, Chap 2, 4; Battle Command, pp. 38-45; FM 34- 8, Chap 1,2, App C]
- a) Intelligence.
  - (1) What is the enemy's capability to disrupt BSA operations and other CSS activities?
  - (2) What is the capability of the enemy to interdict lines of communications (LOC)?
  - (3) What will be the terrain and road conditions and considerations at the conclusion of the current battle?

- (4) What will the weather conditions be at the conclusion of the current battle?
- b) Maneuver.
  - (1) What will be the combat strength of the brigade's maneuver forces at the conclusion of the current battle?
  - (2) Where will brigade maneuver forces, to include follow-on, reserve, or uncommitted units, be at the conclusion of the current battle?
  - (3) What will the task organization be at the end of the current battle?
- c) Command and control.
  - (1) Does his current CCIR need revision or updating?
  - (2) What will be the status of unit morale, cohesion, and capability to continue operations at the end of the current battle?
  - (3) What will the status of C3 be at the conclusions?
  - (4) What are the capabilities of subordinate leaders to assume command in the event of commander casualties?
- d) Fire support.
  - (1) Will the brigade's supporting artillery be in range to support BSA operations?
  - (2) What will be the status of artillery ammunition?
- e) AD.
  - (1) What AD assets will be available at the end of the current battle to support the BSA and to protect the MSRs and ASRs?
  - (2) What will the status of the early warning system be?

- (3) What will be the status of the AD C2 system be at the end of the battle?
- (4) What will the enemy air threat be at the end of the battle?
- f) M/S.
  - (1) What engineer assets and CL IV/V supplies will be available to support M/CM/S operations at the end of the battle?
  - (2) What will be the engineer unit capability to continue operations in support of the BSA?
- g) Combat service support.
  - (1) What will the operational capability of the subordinate unit's CSS system be at the end of the current battle?
  - (2) Are supplies adequate to support the brigade operation and to support the FSB and will they be delivered on time?
    - (a) Will there be sufficient CL III on hand and prepositioned at the right locations to support the brigade commander's concept of the operation?
    - (b) Will there be sufficient CL IV and V barrier material on hand and at the right locations to support the brigade commander's barrier plan?
    - (c) Will there be sufficient CL V on hand and prepositioned at the right locations to support the brigade commander's concept of the operation?
  - (3) Will there be sufficient medical assets on hand to handle brigade casualties and evacuation?
  - (4) Will there be sufficient transportation assets on hand to support distribution of critical supplies?
- 3) The commander assesses the impact of new FRAGOs or OPORDs from the brigade and the DISCOM which direct new missions.

- a) The time required to plan and prepare for new mission based on current mission timelines.
  - b) The ability of the FSB to respond to the new situation based on level of mission preparedness.
    - (1) Assets available to respond without impacting the FSB's ability to perform the current mission.
    - (2) Availability of CS, CSS, and supplies to support the new situation without impacting on support necessary for the current mission.
  - c) The capability of the staff to dedicate time and effort to plan and coordinate new missions; the impact of diverting key staff members from monitoring preparations for the current mission to planning for a new mission.
- c. The FSB commander considers future requirements and actions (sequels) based on his projection of the outcome of the current battle. [FM 101-5, pp. 1-15, 4-46 and App C, D and E; Battle Command, Techniques and Procedures, Chap 2 and 4]
- 1) Will the brigade be capable of conducting follow-on operations?
    - a) What critical supplies will be required?
    - b) What critical maintenance requirements will exist?
    - c) What critical medical treatment and evacuation requirements will exist?
  - 2) Will the brigade be required to reconstitute units?
    - a) What critical supplies will be required?
    - b) What critical maintenance requirements will exist?
    - c) What critical medical treatment and evacuation requirements will exist?
    - d) What transportation assets will be required above and beyond the capability of the FSB?

- e) What DISCOM and corps CSS assets will be required to assist in reconstitution?
- d. The FSB commander informs the brigade and the DISCOM commander of the results of his assessment. [AN]
  - 1) The FSB commander's projection of the current battle indicates that the brigade and the DISCOM commanders' intent cannot be met without receipt of additional assets or modification to the brigade mission.
  - 2) The FSB can accomplish the mission.
- e. The FSB commander decides whether the plan needs to be changed.
  - 1) The FSB commander decides the current plan meets the assessed situation and continues to monitor and direct FSB battle preparations. [FM 101-5, p. 4-48]
  - 2) The FSB commander decides the plan must be modified. [FM 101-5, p. 4-48]
    - a) The FSB commander decides to initiate a FRAGO, considers: (See task 4 for description of how to develop and issue this FRAGO.) [FM 101-5, pp. 1-14 - 1-16]
      - (1) Whether COAs previously developed can be modified and developed as the new plan.
      - (2) Time available to develop, coordinate, and implement a new plan.
      - (3) Subordinate units' time to complete new preparation requirements under the new plan and task organization.
      - (4) The FSB staff's ability to continue to monitor and direct current FSB activities while meeting new planning requirements.
    - b) The FSB commander assesses the impact of the FRAGOs with the brigade and the DISCOM.
      - (1) The time required to plan and prepare for new mission based on current mission timelines.

- (2) The ability of the FSB to respond to the new situation based on the level of mission preparedness.
    - (a) Availability of assets to respond without impacting the FSB's ability to perform the current mission.
    - (b) Capability of the FSB staff to dedicate time and effort to plan and coordinate new missions; impact of diverting key staff members from monitoring preparations for the current mission to planning for a new mission.
  - c) The FSB commander determines the effects on the military decision-making process (MDMP) based on complexity, potential probable confusion on the battlefield, staff availability, and time available. [FM 101-5, Chap 4]
4. **The forward support battalion commander directs changes to the operation or plan.**  
[FM 101-5, pp. 4-7 - 4-60, 6-33 and C-2, App B and H; FM 63-20, p. 6-2; ARTEP 63-005-MTP, Tasks 63-1-1013, 1022 and R326]
- b. The FSB commander conducts the MDMP in a time-constrained environment.  
[FM 101-5, pp. 4-41 - 4-60]
    - 1) When planning changes to current orders during the preparation phase of the battle, the FSB commander must consider:
      - a) Using products developed during the MDMP for the current mission as reference points from which modifications are made to predetermined branches and sequels.
        - (1) Weather analysis.
        - (2) Terrain analysis.
        - (3) Current updated staff estimates.
          - (a) FSB capabilities.
          - (b) Constraints.
        - (4) PIR, EEFI, and FFIR the FSB commander needs to visualize the current situation and required endstates.

- b) The FSB commander and staff simultaneously monitor, plan, and direct all aspects of FSB operations.
  - c) The FSB commander and staff maintain the pace of FSB preparations to be ready not later than the designated time, make changes in a timely manner, and, if appropriate, plan for a future mission.
  - d) Typically, one enemy and one friendly COA are assessed due to the time constraints which limit and streamline the MDMP.
  - e) Components of the FSB commander's assessment, based on the situation are:
    - (1) Current situation compared to required endstates of friendly and enemy forces.
    - (2) Recognition of similarities and/or differences between the initial plan and new requirements.
    - (3) Assessment of friendly force posture and support requirements, enemy probable actions and postures and battle space.
- 2) The FSB commander completes an update of his estimate.
- a) The FSB commander and staff anticipate the outcome of the current battle as a start point for considering future requirements and actions.
  - b) Mission: Identifies specified and implied tasks which his FSB must accomplish.
  - c) Enemy:
    - (1) Enemy strength, location, disposition, activity, equipment, and capabilities.
    - (2) Terrain and weather: The FSB commander identifies specific aspects of OCOKA, soil type, hydrology, climatic conditions, and visibility.

- (3) Troops: The FSB commander compares the FSB's capability with what he believes is necessary to accomplish the mission.
  - (4) Time: The FSB commander determines the time available for planning, preparing, and executing the operation for both enemy and friendly forces.
- 3) The FSB commander develops the new concept by considering: [FM 101-5, p. 4-48]
  - a) The current situation and information.
  - b) Whether the FSB has the means to execute the new mission.
  - c) The brigade and the DISCOM commanders' intents and desired endstates.
  - d) The FSB commander may request information from the staff to support his COA development.
    - (1) BOS specific information from selected staff members.
    - (2) Information available in products developed during the initial mission-deliberate MDMP.
- 4) The FSB staff assists the FSB commander in developing the new concept by providing recommendations relative to their functional areas. [FM 101-5, pp. 6-33, C-2]
  - a) Utilizes products and analyses developed during the initial mission deliberate MDMP to define branches and sequels for consideration.
  - b) Provides recommendations to modify existing branches and sequels to meet new requirements.
  - c) Provides recommendations on developing new branches and sequels based on new requirements.
- 5) The FSB commander describes his revised concept to his staff: [FM 101-5, p. 4-49]
  - a) His intent, if changed.



- b) COA(s).
  - c) CCIR information requirements.
  - d) Limitations.
  - e) Risks.
- 6) The FSB commander performs a suitability-feasibility-acceptability analysis of the new plan. The FSB commander can perform the analysis by himself or with staff assistance. [FM 101-5, p. 4-51]
- a) Suitability aspect considers:
    - (1) Does the new concept accomplish the FSB mission?
      - (a) Are critical supplies provided at the right place and at the right time?
      - (b) Are critical weapons systems being repaired and returned in sufficient time to give the brigade commander the combat power he needs to accomplish his mission?
      - (c) Is the medical treatment and evacuation system adequately manned and positioned to respond to anticipated casualties?
      - (d) Is the FSB capable of sustaining itself during the operation?
    - (2) Does the new concept meet the brigade and the DISCOM commanders' intents?
      - (a) Will CSS assets and personnel be in the correct position and in the necessary quantities to respond to anticipated branches and sequels?
      - (b) Will the BSA, FLE, and CSS assets be able to respond to an unanticipated change in mission?
    - (3) Does the plan meet the FSB commander's intent and desired endstate?

- (a) Can the BSA provide the necessary support to the brigade?
  - (b) Can the DISCOM provide necessary support to the FSB to enable the FSB commander to accomplish his mission?
  - (c) Will the BSA and forward CSS elements be adequately protected from enemy actions?
- b) Feasibility aspect considers:
  - (1) Time: Is there time to execute the plan(s) as designed?
    - (a) Can the FLEs respond to brigade requirements in a timely manner?
    - (b) Is there sufficient time to prepare for the battle?
    - (c) Will the ultimate location of the brigade task forces be such that the BSA will not be able to provide support in a timely manner?
    - (d) If the BSA must relocate to provide continuing support, are the FLEs positioned and do they have adequate supplies to provide the necessary support while the BSA relocates?
  - (2) Means: Does the FSB have the means to execute the plan(s) as designed?
    - (a) Are sufficient supplies, equipment, and personnel available to provide necessary support to the brigade?
    - (b) Can the FSB and BSA elements adequately support themselves?
- c) Acceptability aspect considers whether the concept.
  - (1) Is the risk to mission accomplishment acceptable?
  - (2) Are the BSA and FLE exposed to unacceptable enemy hazards?

- (3) Have all possible actions been taken to reduce the loss of personnel and equipment through accidents?
- 7) The FSB commander quickly compares COAs (if more than one).
- 8) The FSB commander selects a COA and announces his decision to key FSB staff members.
- 9) The FSB commander conducts mission risk assessment to ensure that conditions most likely to cause mission failure and accidents (including fratricide) have been considered.
  - a) FSB units have been tasked within their capabilities.
  - b) The FSB commander, staff, and subordinate leaders identify risk or safety hazards. [ARTEP 63-005-MTP, Task 63-1-R326]
    - (1) Identify specified and implied missions or tasks in the brigade OPORD or FRAGO. [ARTEP 63-005-MTP, Task 63-1-R326]
    - (2) Identify all risks associated with specified and implied missions or tasks. [ARTEP 63-005-MTP, Task 63-1-R326]
    - (3) Integrate safety in every phase of the planning process. [ARTEP 63-005-MTP, Task 63-1-R326]
    - (4) Identify the benefits of safety to the FSB's mission and the potential cost of risk or safety hazards (e.g., potential for loss of personnel, equipment, or critical supplies due to enemy actions or accidents). [ARTEP 63-005-MTP, Task 63-1-R326]
    - (5) Conduct continuous assessment of phases of operations for safety and risk reduction. [ARTEP 63-005-MTP, Task 63-1-R326]
  - c) The FSB commander, staff, and subordinate leaders evaluate risk or safety hazards identified during operations. [ARTEP 63-005-MTP, Task 63-1-R326]

- (1) Identify previously executed unsafe acts and their corrective actions. [ARTEP 63-005-MTP, Task 63-1-R326]
  - (2) Identify all unwarranted risks. [ARTEP 63-005-MTP, Task 63-1-R326]
  - (3) Compare identified risk to the FSB commander's acceptable level based on the stated objectives. [ARTEP 63-005-MTP, Task 63-1-R326]
  - (4) Calculate projected loss of equipment and personnel from accidents by reviewing historical records. [ARTEP 63-005-MTP, Task 63-1-R326]
  - (5) Describe operations in terms of their risk level (high, medium, low). [ARTEP 63-005-MTP, Task 63-1-R326]
- d) The FSB commander eliminates or reduces risk and safety hazards. [ARTEP 63-005-MTP, Task 63-1-R326]
- (1) Develops measures and procedures that reduce risk. [ARTEP 63-005-MTP, Task 63-1-R326]
  - (2) Provides guidance that enhances safety in all phases of operation. [ARTEP 63-005-MTP, Task 63-1-R326]
  - (3) Prescribes safety and protective equipment that enhances safety and reduces risks. [ARTEP 63-005-MTP, Task 63-1-R326]
- e) The FSB staff personnel employ safety procedures. [ARTEP 63-005-MTP, Task 63-1-R326]
- (1) Practice safety procedures during all mission rehearsals. [ARTEP 63-005-MTP, Task 63-1-R326]
  - (2) Correct unsafe acts on the spot. [ARTEP 63-005-MTP, Task 63-1-R326]
  - (3) Report all risk and safety violations (beyond unit's corrective level) to the FSB S2/3 section or FSB safety officer. [ARTEP 63-005-MTP, Task 63-1-R326]

- 10) The FSB commander reviews the current CCIR to determine: [FM 101-5, pp. 4-47 - 4-48]
  - a) If the initial CCIR are still valid to provide the FSB commander with the information required to continue to assess the situation.
  - b) If new CCIR are required to provide the FSB commander with the information required to make decisions about the plan.
5. **The forward support battalion commander directs and leads subordinate forces.** [FM 101-5, pp. 4-59, 4-60, M-10, M-11, M-15, H-36 - H-42, App H and M; FM 63-20, pp. 1-5, 3-2, 5-3, 5-9, 5-11, 5-12, 5-13, 5-14, 7-21, 7-9, 8-4 and 8-6 - 8-8; Battle Command, pp. 11 - 15, 27 and 28; ARTEP 63-005-MTP, Task 63-1-1009, 1022, 1025, 1026, 1027, 1028, 1029, 1030, 1031, 1033, 1034, 1037, 1038, 1040, 1042, 1045, 1050 and R303; FM 22-100, Chaps 4, 5 and 6]
  - e. The FSB commander exercises leadership and maintains unit cohesion and discipline. [Battle Command, Leadership and Decision-making, p. 11-15, FM 22-100, Chaps 4, 5 and 6]
    - 5) The FSB commander monitors subordinates and himself for degradation of mental and physical capability. [Battle Command, p. 27 and 28]
      - a) The FSB commander monitors his own physical and mental state and gets rest.
    - h. The FSB commander integrates the BOS during visits, backbriefs, and rehearsals. [FM 101-5, p. H-36 - H-42]
      - 1) The FSB commander integrates intelligence requirements with the other BOS.
        - a) The FSB commander and the FSB S2/3 review the DST and enemy situation template to ensure that threat courses of action are clear and understood.
      - 2) The FSB commander integrates maneuver requirements with the other BOS.
        - a) Subordinate FSB unit plans are verified and integrated with the FSB plan.

- 8) The FSB commander determines the FSB state of mission preparedness through inspections and visits. Inspects BSA units' positions for OPSEC effectiveness. [ARTEP 63-005-MTP, Task 63-1-1037]
  - a) Questions subordinate leaders down to platoon leaders and compares their concepts of the operation with his to ensure that the FSB plan is synchronized at all levels.
  - b) Concentrates on those units and officers that demonstrate leadership weaknesses; checks/listens to be sure tasks are understood.
  - c) Inspects and spot-checks known weaknesses to ensure that they are corrected.
  - d) Makes a subjective assessment of cohesion, morale, and esprit.
  - e) When actions taken are not in accordance with decisions, FSB TSOPs, Army standards, and the FSB OPORD, refines plans and preparation efforts to counter weaknesses.
  - f) Expedites actions, fixes problems, ensures compliance with guidance, and sets and refines standards.
  - g) Manages his time and prioritizes his visits so that he visits at least those units most critical to the execution of his intent.
  - h) Informs the FSB XO and the FSB commander's representatives, upon inspecting preparations, of any changes or refinements to the plan which he has directed.
- 9) The FSB commander extends his command presence by directing members of his staff (the FSB XO, CSM, or one or more FSB staff members) to perform inspections and visits.
  - a) The FSB S2/3 section provides feedback on the status of the OPSEC program. [ARTEP 63-005-MTP, Task 63-1-1038]
    - (1) Inspects subordinate elements' positions for OPSEC effectiveness. [ARTEP 63-005-MTP, Task 63-1-1038]
    - (2) Inspects BSA camouflage and concealment measures for compliance with the FSB TSOP, the FSB OPORD, and the

current tactical situation. [ARTEP 63-005-MTP, Task 63-1-1038]

- (3) Identifies OPSEC weakness and recommended corrections by continuously reviewing brigade OPSEC updates. [ARTEP 63-005-MTP, Task 63-1-1038]
  - (4) Coordinates additional support requirements with the DISCOM SPO or the brigade S2. [ARTEP 63-005-MTP, Task 63-1-1038]
  - (5) Provides feedback reports to the FSB commander, staff, and subordinate elements on activities that affect OPSEC measures. [ARTEP 63-005-MTP, Task 63-1-1038]
  - (6) Supervises BSA participation in the overall brigade OPSEC plan. Provides feedback reports to the brigade S2 or S4 on activities that affect OPSEC measures. [ARTEP 63-005-MTP, Task 63-1-1037]
- b) The FSB command section supervises activities of subordinate units. [ARTEP 63-005-MTP, Task 63-1-1045]
- (1) Monitors the performance of subordinate elements to ensure that the required level of efficiency as prescribed in plans, policies, directives, and the FSB TSOP is maintained. [ARTEP 63-005-MTP, Task 63-1-1045]
  - (2) Monitors support plans to determine overall effectiveness. [ARTEP 63-005-MTP, Task 63-1-1045]
  - (3) Assigns specific tasks to subordinate units. [ARTEP 63-005-MTP, Task 63-1-1045]
  - (4) Monitors compliance with decisions, directives, and instructions to determine subordinate elements' implementation. [ARTEP 63-005-MTP, Task 63-1-1045]
- 10) Inspections and visits are scheduled; units may be informed of times.
- a) Inspections and visits do not significantly interfere with, delay, or artificially sequence subordinate units' combat preparations.

- b) The FSB commander determines and outlines those items and activities he will inspect based on:
  - (1) His experience.
  - (2) In-depth knowledge of the FSB and its equipment.
  - (3) His assessment of the current status of the units.
  - (4) Points and areas that mean the difference between mission success or failure.
  - (5) Items which serve as indicators of maintenance, readiness, or morale trends within the unit.
- c) The FSB commander's representatives, conducting inspections and visits, inform him of refinements and adjustments that they have directed as well as problems that they have observed.

#### **Outcome 5**

Affected units and personnel receive relevant direction, changes, and refinements to plans in time to perform troop leading procedures and required preparation.

#### **Task Elements**

- 2. **Forward support battalion command posts acquire, evaluate, and communicate information and maintain status.** [TRADOC Pam 11-9, Chap 7 and App D; FM 101-5, Chaps 3, 4 and 6, pp. 1-11 - 1-17, 3-50, 5-11, 6-5, 6-7, 6-8, 6-9, 6-11, 6-16, C-4, App A, C and D; FM 63-20, Chaps 7, 8 and 9, pp. 1-5, 2-3, 2-8, 3-2, 3-3, 3-4, 3-5, 5-2, 5-5, 5-6, 5-7, 5-9, 5-10, 5-11, 5-12, 5-13, 5-14, 6-2, 6-3, 6-4, 6-5, 6-6, 6-7, 6-8, 6-9, 7-3, 7-10, 9-11 and B-3; ARTEP 63-005-MTP, Task 63-1-1012, 1022, 1037, 1042, 1050 and 1051]
  - b. The FSB commander and staff evaluate information.
    - 6) The FSB S2/3 and the support operations officer evaluate information pertaining to the BSA and brigade M/CM/S efforts: [FM 101-5, p. 3-50]
      - a) The FSB S2/3 section coordinates M/CM/S support. [FM 63-20, p. 5-10]
  - c. The FSB commander and staff distribute information.



- 1) The FSB staff disseminates the FSB CCIR, PIR, EEFI, and FFIR to subordinate elements in the BSA.
  - a) Briefs MP patrol leaders and other R&S forces on collection tasks. [FM 63-20, p. 5-10]
4. **The forward support battalion commander directs changes to the operation or plan.** [FM 101-5, pp. 4-7 - 4-60, 6-33 and C-2, App B and H; FM 63-20, p. 6-2; ARTEP 63-005-MTP, Tasks 63-1-1013, 1022 and R326]
  - a. The commander and/or staff issue WARNOs to alert staff members and subordinate elements that the plan will be changed. WARNOs may include: [FM 101-5, p. 4-55]
    - 1) The enemy situation, events, and the mission, task, or operation.
    - 2) The brigade and the DISCOM missions.
    - 3) The Bde and DISCOM commanders' intents.
    - 4) The FSB commander's intent statement.
    - 5) The earliest time of movement or degree of notice the commander gives to the main body.
    - 6) Orders for preliminary action, reconnaissance, surveillance, and observation.
    - 7) Service support instructions and special equipment necessary, regrouping of transportation, or preliminary moves to assembly areas.
    - 8) The rendezvous point or time for assembly of an orders group, whether commanders or representatives are to attend, and time needed for issuing written orders.
  - b. The FSB S2/3 section coordinates base cluster defensive activities. [ARTEP 63-005-MTP, Task 63-1-1050]
    - 1) Conducts base assessment of each base and its defense measures to ensure compliance with the BSA rear operation plan. [ARTEP 63-005-MTP, Task 63-1-1050]

- 2) Provides the BSA sector's tactical situation and status to the DISCOM SPO section, the division RCPOC, and the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1050].
- c. The FSB commander directs preparation of a FRAGO. [FM 63-20, p. 6-2, FM 101-5, App H]
- 1) The FSB XO manages and supervises internal and external coordination by the staff to synchronize plan refinements.
  - 2) The FSB staff takes prompt action to accomplish the guidance given by the FSB commander.
    - a) Publishes refinements to orders and planning and execution products such as the DST, synchronization matrix, FSEM.
    - b) Initiates requests to higher and adjacent units for additional support.
  - 3) The FSB staff refines plans, facilitates planning for future operations, identifies and corrects problems identified during subordinate unit preparations, and coordinates additional support from the DISCOM.
  - 4) The FSB staff develops FRAGOs reflecting changes to the initial plan for the FSB commander's approval: [FM 101-5, App H]
    - a) Graphics and control measures for the operation.
    - b) DST and synchronization matrix.
    - c) Fire support plan.
    - d) Communications plan.
    - e) CSS plan.
  - 5) The FSB support operations section prepares an FSB FRAGO to support the operations annex in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1022]
    - a) Prepares operational changes as specified by the FSB support operations officer based on supplemental information. [ARTEP 63-005-MTP, Task 63-1-1022]

- b) Completes the message form format in accordance with TSOP within the time specified in the FSB commander's or support operations officer's guidance. [ARTEP 63-005-MTP, Task 63-1-1022]
    - c) Forwards draft FSB FRAGOs to the FSB support operations officer for review and approval. [ARTEP 63-005-MTP, Task 63-1-1022]
    - d) Forwards the approved FSB FRAGO to the FSB S2/3 section for publication. [ARTEP 63-005-MTP, Task 63-1-1022]
  - d. The FSB commander approves the FSB FRAGO and directs the staff to issue it. [FM 63-20, p. 6-2, FM 101-5, p. 4-49]
    - 1) The FSB commander and staff issue FSB FRAGOs. [FM 101-5, App H]
      - a) Mission statement.
      - b) The FSB commander's intent and concept of the operation.
      - c) Pertinent extracts taken from more detailed orders.
      - d) Task organization, if modified.
      - e) Control measures that promote initiative, synchronization, and agility while minimizing exposure to fratricide.
        - (1) Graphics and control measures for the operation.
        - (2) DST and synchronization matrix.
        - (3) Fire support plan.
        - (4) Communications plan.
        - (5) CSS plan.
    - 2) The FSB FRAGO is distributed to all affected elements. [ARTEP 63-005-MTP, Task 63-1-1022]
- 5. **The forward support battalion commander directs and leads subordinate forces.** [FM 101-5, pp. 4-59, 4-60, M-10, M-11, M-15, H-36 - H-42, App H and M; FM 63-20, pp. 1-5, 3-2, 5-3, 5-9, 5-11, 5-12, 5-13, 5-14, 7-21, 7-9, 8-4 and 8-6 - 8-8; Battle

Command, pp. 11 - 15, 27 and 28; ARTEP 63-005-MTP, Task 63-1-1009, 1022, 1025, 1026, 1027, 1028, 1029, 1030, 1031, 1033, 1034, 1037, 1038, 1040, 1042, 1045, 1050 and R303; FM 22-100, Chaps 4, 5 and 6]

- a. The FSB commander takes actions to ensure that subordinate FSB leaders have a clear understanding of his intent and concept. [FM 101-5, pp. 4-59/60]
  - 3) The FSB commander briefs and disseminates updated orders, DST, synchronization matrix, and other mission documents.
- b. The FSB S2/3 section coordinates base cluster defensive activities. [ARTEP 63-005-MTP, Task 63-1-1050]
  - 1) Conducts base assessment of each base and its defense measures to ensure compliance with the BSA rear operation plan. [ARTEP 63-005-MTP, Task 63-1-1050]
- c. The FSB support operations section directs subordinate elements providing CSS direct support for conduct of brigade combat operations. This includes coordination for all aspects of support for brigade combat and combat support elements (e.g., DS field artillery battalion and engineer battalion).
  - 1) The FSB support operations officer supervises external logistics and HSS operations. Coordination with the brigade S4 and TFs' HHC commanders is required. [ARTEP 63-005-MTP, Task 63-1-1022]
  - 2) The FSB support operations section coordinates logistical aspects of the tactical situation. [ARTEP 63-005-MTP, Task 63-1-1022]
  - 3) The FSB support operations section directs logistical support during the brigade's preparation for battle.
    - a) The FSB support operations section directs CL I support. [ARTEP 63-005-MTP, Task 63-1-1030]
      - (1) Coordinates CL I supply point operation schedule with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1030]
      - (2) Coordinates CL I deliveries from the DSA with the DMMC and the headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1030]

- (3) Coordinates resolution of CL I problems with the brigade S4 and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1030]
  - (4) Coordinates ration change request from the brigade S4 with the DMMC. [ARTEP 63-005-MTP, Task 63-1-1030]
  - (5) Coordinates CL I air resupply operations with the brigade S4, the DMMC, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1030]
- b) The FSB support operations section directs CL II support. [ARTEP 63-005-MTP, Task 63-1-1029]
- (1) Monitors requisitions and issues between maneuver brigade units and the FSB headquarters and supply company for compliance with sustainment controls in the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1029]
  - (2) Coordinates resolution of CL II supply problems with the brigade S4 and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1029]
  - (3) Coordinates deliveries from corps to brigade units with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1029]
  - (4) Coordinates emergency or air resupply during NBC intrusions with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1029]
- c) The FSB support operations section directs the CL III system. [ARTEP 63-005-MTP, Task 63-1-1026]
- (1) Identifies all sustainment controls and priorities set forth in the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (2) Forwards bulk fuel forecast from the brigade S4 to the DMMC. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (3) Coordinates throughput bulk products delivery with the brigade S4 and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]

- (4) Coordinates resolution of actual or anticipated CL III problems with the brigade S4, the DMMC, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (5) Maintains current location(s) of CL III supply points in the BSA and supporting elements in the DSA. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (6) Monitors daily consumption reports from the FSB headquarters and supply company to the DMMC to ensure compliance with sustainment controls. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (7) Maintains current storage capabilities of the FSB headquarters and supply company and the maneuver battalions. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (8) Monitors maneuver battalions' basic load status in coordination with the brigade S4 to ensure that they are maintained at prescribed levels. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (9) Provides CL III status update to the support operations officer and the XO, as required. [ARTEP 63-005-MTP, Task 63-1-1026]
- d) The FSB support operations section coordinates CL III support activities. [ARTEP 63-005-MTP, Task 63-1-1026]
- (1) Coordinates CL III pickup schedules with the FSB headquarters and supply company, the brigade S4, and non-brigade elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (2) Monitors CL III requisitions and issues from distribution points to Bn TFs to ensure compliance with sustainment controls. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (3) Coordinates CL III deliveries by the FSB headquarters and supply company to using units with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]

- (4) Coordinates fuel diversions or re-routes to meet unexpected surge requirements with the DISCOM MMC and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (5) Coordinates the impact of the threat capability to interdict distribution routes with the FSB S2/3. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (6) Monitors CL III distribution point(s) daily status reports to verify current bulk and packaged CL III levels. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (7) Provides CL III status updates to the brigade S4 and the DISCOM SPO, as required. [ARTEP 63-005-MTP, Task 63-1-1026]
- e) The FSB support operations section coordinates CL III support during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1026]
- (1) Identifies all sustainment controls and priorities set forth in the service support annex. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (2) Implements the increased consumption plan in coordination with the brigade S4, the DMMC, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (3) Provides adjustment recommendations for bulk fuel forecasts to reflect increased requirements to the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (4) Coordinates the relocation of CL III supply points to forward locations as the attack develops with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (5) Maintains current revisions to customer support lists that reflect changing operational requirements and priorities. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (6) Coordinates throughput bulk fuel and fog oil distribution with the DMMC and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]

capture or use by enemy forces. [ARTEP 63-005-MTP, Task 63-1-1026]

- (9) Directs the evacuation of CL III at night and during periods of limited visibility. [ARTEP 63-005-MTP, Task 63-1-1026]
- (10) Coordinates security requirements with the brigade S3 and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
- g) The FSB support operations section coordinates CL III support in an NBC environment. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (1) Identifies the location, type, and amount of contaminated petroleum products within the BSA. [ARTEP 63-005-MTP, Task 63-1-1026]
  - (2) Coordinates the issuance of contaminated petroleum products with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
- h) The FSB support operations section directs CL IV support. [ARTEP 63-005-MTP, Task 63-1-1029]
  - (1) Monitors requisitions and issues between brigade units and the FSB headquarters and supply company for compliance with sustainment controls as established by the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1029]
  - (2) Coordinates resolution of CL IV supply problems with the brigade S4 or the brigade engineer and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1029].
  - (3) Coordinates delivery schedules with the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1029]
  - (4) Coordinates increased demands during defensive operations with the brigade S4, the DISCOM SPO, and the MSB support operations section. [ARTEP 63-005-MTP, Task 63-1-1029]
- i) The FSB support operations section directs the CL IV and V system. [ARTEP 63-005-MTP, Task 63-1-1027]



## Tasks Organized by Outcomes for FSB BF 19

- (1) Identifies all sustainment controls and priorities set forth in the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (2) Coordinates resolutions of actual or anticipated CL IV and V problems with the brigade S4, the DISCOM SPO, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (3) Maintains current locations of all ATPs, corps ammunition supply points (ASP), and other stockpiles that are located in the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (4) Maintains current CL IV and V stockage levels of all brigade units. [ARTEP 63-005-MTP, Task 63-1-1027]
- j) The FSB support operations section coordinates CL IV and V activities in the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
- (1) Coordinates CL V supplies pickup schedules with the ATP and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (2) Monitors CL V requisitions and issues from the ATP to Bn TFs to ensure compliance with established sustainment controls. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (3) Coordinates with the brigade S4 for CL IV and V deliveries from corps to brigade units. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (4) Provides recommendations to the DAO and the brigade S4 concerning CL V cross-leveling and changes to support procedures as dictated by priorities and the changing tactical situation. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (5) Coordinates with the DAO, the ATP, and the brigade S4 on CL V diversions or re-route to meet unexpected surge requirements. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (6) Coordinates ammunition supply quality assurance, explosive ordnance disposal, and inspection/malfunction investigations with the DISCOM SPO and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1027]

- (7) Monitors levels by inspecting the ATP daily stockage report to the DMMC DAO. [ARTEP 63-005-MTP, Task 63-1-1027]
- (8) Provides ammunition status updates to the support operations officer and the XO, as required. [ARTEP 63-005-MTP, Task 63-1-1027]
- k) The FSB support operations section coordinates CL V support during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (1) Identifies all sustainment controls and priorities set forth by the brigade OPORD or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (2) Identifies location(s) and amounts of all stockpiled ammunition located in the BSA or other forward locations. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (3) Coordinates with the DISCOM SPO section and the brigade S4 for additional transportation requirements for the movement of ammunition within the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (4) Coordinates with the brigade S4 and the DISCOM SPO section on the movement of the ATP as far forward as possible. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (5) Coordinates the movement of preplanned and pre-configured CL V push-packages with the brigade S4, the DMMC DAO, and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (6) Coordinates CL V airdrop or sling load resupply with the brigade S4, the DMMC DAO, and the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (7) Coordinates with the brigade S4 on the adjustment and redistribution of ammunition stocks as the tactical situation changes. [ARTEP 63-005-MTP, Task 63-1-1027]

- l) The FSB support operations section coordinates CL IV and V support during defensive operations, including retrograde. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (1) Coordinates with the brigade S4, the DMMC, and the FSB headquarters and supply company on stockpiling (caches) limited amounts of ammunition in centrally located occupied positions in the forward main battle area (MBA). [ARTEP 63-005-MTP, Task 63-1-1027]
  - (2) Coordinates adjustment of basic loads with the DMMC DAO to allow Bn TFs to stock increased amounts of ammunition. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (3) Coordinates with the brigade S4, the DMMC DAO, and the FSB headquarters and supply company on providing push packages of critical ammunition on a scheduled basis. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (4) Coordinates with the DMMC DAO and the DISCOM SPO section on locations of semitrailers and other vehicles loaded with unit type, high-usage ammunition, and CL IV barrier near positions expected to be occupied as defensive units fall back. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (5) Directs the ATP to prepare CL V supplies for rapid displacement. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (6) Coordinates with the brigade S4 on a night resupply plan to reduce the chance of threat interference. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (7) Coordinates the replenishment, reallocation, and redistribution of CL IV and V stocks as needed with the DMMC DAO. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (8) Coordinates limiting the flow of ammunition forward with the brigade S4, the DMMC DAO, and the ATP during retrograde operations. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (9) Provides instructions for the destruction of ammunition to prevent threat capture to supported units and subordinate

units in accordance with TSOP. [ARTEP 63-005-MTP, Task 63-1-1027]

- (10) Coordinates for the storage of as much ammunition and CL IV barrier materials as possible on mobile tractor-trailers with the DISCOM SPO and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (11) Coordinates the evacuation of CL IV and V supplies to planned fall-back points as directed by the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (12) Directs the evacuation of CL IV and V at night and during periods of limited visibility. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (13) Coordinates security requirements for the movement or storing of CL V supplies with the brigade S3 or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (14) Provides monitoring assistance of chemical munitions when those type of munitions are stored within the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (15) Coordinates explosive ordnance disposal mission requirements in the BSA with the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1027]
- m) The FSB support operations section coordinates CL IV and V support in an NBC environment. [ARTEP 63-005-MTP, Task 63-1-1027]
- (1) Maintains location, type of, and amount of contaminated ammunition located in BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (2) Coordinates the movement of contaminated stocks with the brigade S4, the DMMC DAO, and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1027]
  - (3) Coordinates routes for transporting contaminated stock with the FSB S2/3 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1027]

- (4) Coordinates the issuance of contaminated stock with the brigade S4, the ATP, and the DISCOM DAO. [ARTEP 63-005-MTP, Task 63-1-1027]
- n) The FSB support operations section directs CL VI support activities. [ARTEP 63-005-MTP, Task 63-1-1030]
  - (1) Coordinates requests for sundry items issue with the brigade S4 and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1030]
  - (2) Coordinates requests for exchange services with the brigade S4 and the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1030]
- o) The FSB support operations section directs CL VII support. [ARTEP 63-005-MTP, Task 63-1-1029]
  - (1) Monitors battle loss reports to identify CL VII replacement requirements. [ARTEP 63-005-MTP, Task 63-1-1029]
  - (2) Coordinates the assembly of end-items, crews, and ammunition if weapons system replacement is to be conducted in the BSA. [ARTEP 63-005-MTP, Task 63-1-1029]
  - (3) Coordinates CL VII deliveries with the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1029]
  - (4) Coordinates weapon system replacement status that affects the supported brigade with the DMMC CL VII manager and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1029]
- p) The FSB support operations section directs water support operations. [ARTEP 63-005-MTP, Task 63-1-1030]
  - (1) Maintains current locations of all water points in the BSA and in the DSA. [ARTEP 63-005-MTP, Task 63-1-1030]
  - (2) Coordinates water deliveries from rear areas to the BSA with the DMMC, the brigade S4, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1030]

- (3) Forwards current water point(s) operations hours to the brigade S4, FSB units, and all corps and divisional "slice" elements operating in the BSA. [ARTEP 63-005-MTP, Task 63-1-1030]
  - (4) Coordinates resolution of water supply problems with the brigade S4, the DMMC, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1030]
  - (5) Provides water support status updates to the brigade and FSB staffs, as required. [ARTEP 63-005-MTP, Task 63-1-1030]
- q) The FSB support operations section directs maintenance operations. [ARTEP 63-005-MTP, Task 63-1-1028]
- (1) Identifies all sustainment controls and priorities in the brigade OPORD. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (2) Maintains current location(s) of all BSA maintenance elements and the locations of all supporting elements in the DSA. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (3) Maintains status of Bn TF's PLL in coordination with the brigade S4 and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (4) Maintains status of the capabilities of the maintenance system, to include equipment, personnel, and vehicles. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (5) Provides maintenance sustainment system updates to the brigade S4 and the DISCOM staff, as required. [ARTEP 63-005-MTP, Task 63-1-1028]
- r) The FSB support operations section coordinates maintenance support activities. [ARTEP 63-005-MTP, Task 63-1-1028]
- (1) Monitors battle damage assessment and repair (BDAR) efforts of subordinate elements to ensure that the focus is on the equipment and weapon systems that have an immediate effect on the combat mission. [ARTEP 63-005-MTP, Task 63-1-1028]

- (2) Coordinates vehicular recovery of equipment to maintenance collection points with the brigade S4 and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1028]
- (3) Coordinates repair time guidelines with the brigade S4 and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1028]
- (4) Monitors cannibalization activities at maintenance collection points to ensure compliance with the brigade's and division's disposition instructions. [ARTEP 63-005-MTP, Task 63-1-1028]
- (5) Coordinates with the brigade S4 on lateral shifting of evacuation by focusing evacuation efforts where backlogs are creating problems in the maneuver battalions. [ARTEP 63-005-MTP, Task 63-1-1028]
- (6) Coordinates controlled exchange activities with the brigade S4 and the FSB maintenance company to ensure compliance with the brigade's and division's directives. [ARTEP 63-005-MTP, Task 63-1-1028]
- (7) Monitors repair parts supply system for compliance with issue controls and priorities as directed by the brigade S4 and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1028]
- (8) Coordinates the evacuation of vehicles and equipment to the rear with the DISCOM SPO and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1028]
- (9) Inspects the ASL change list in coordination with the FSB maintenance company to ensure that only essential items are retained. [ARTEP 63-005-MTP, Task 63-1-1028]
- (10) Monitors automated maintenance management system output data to assist in forecasting requirements, scheduling workloads, reducing backlogs, and analyzing performance indicators. [ARTEP 63-005-MTP, Task 63-1-1028]

- (11) Provides maintenance system report updates to the DISCOM and brigade staffs, as required. [ARTEP 63-005-MTP, Task 63-1-1028]
- s) The FSB support operations section coordinates maintenance support during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (1) Coordinates with the brigade S4 and the FSB maintenance company on the relocation of MSTs to accompany or follow attacking elements. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (2) Provides instructions on the priority of critical items repairs. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (3) Provides instructions on unserviceable or reparable items accountability and evacuation limitations. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (4) Provides an alert of increased reinforcing support requirements to the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (5) Directs recovery operations using all available recovery and evacuation assets in the BSA in coordination with the Bde S4. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (6) Coordinates with the DISCOM SPO and the FSB maintenance company on the uploading of combat-essential ASL and PLL stocks for quick redeployment forward. [ARTEP 63-005-MTP, Task 63-1-1028]
- t) The FSB support operations section coordinates maintenance support during defensive and retrograde operations. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (1) Coordinates the maintenance repair parts portion of push-packages with the brigade S4 and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1028]
  - (2) Consolidates operations of different types of MSTs to maximize the use of available transportation assets. [ARTEP 63-005-MTP, Task 63-1-1028]



- (3) Provides instructions on the forward deployment of MSTs consistent with the tactical situation. [ARTEP 63-005-MTP, Task 63-1-1028]
- (4) Directs maintenance efforts to ensure the return of critical reparable weapons systems to battle in the least time possible. [ARTEP 63-005-MTP, Task 63-1-1028]
- (5) Coordinates the relocation of maintenance elements that are not part of MSTs with the brigade S4 and the FSB maintenance company by echeloning non-team elements to the rear. [ARTEP 63-005-MTP, Task 63-1-1028]
- (6) Coordinates security requirements for maintenance operations with the brigade S3 or S4. [ARTEP 63-005-MTP, Task 63-1-1028]
- (7) Identifies all units within the BSA that have recovery capabilities. [ARTEP 63-005-MTP, Task 63-1-1028]
- (8) Coordinates with the DMMC, the brigade S4, and the FSB maintenance company on limiting the flow of repair parts and replacement components forward. [ARTEP 63-005-MTP, Task 63-1-1028]
- (9) Coordinates additional transportation requirements needed to deploy maintenance elements and critical reparable equipment to the rear with the brigade S4, the DISCOM SPO, and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1028]
- (10) Directs the evacuation of maintenance elements that have critical reparables to fall-back points as directed by the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]
- (11) Coordinates the authorization for a cannibalization exception to policy with the DISCOM SPO and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]
- (12) Directs the destruction of critical nonreparable and non-critical equipment that is not reparable within the established time frame in coordination with the brigade S4

and in accordance with established directives. [ARTEP 63-005-MTP, Task 63-1-1028]

- (13) Directs the evacuation of supplies and equipment at night and during other periods of limited visibility, if the tactical situation permits. [ARTEP 63-005-MTP, Task 63-1-1028]
- (14) Coordinates security requirements for maintenance operations with the brigade S3 or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]

u) The FSB support operations section coordinates maintenance support in an NBC environment. [ARTEP 63-005-MTP, Task 63-1-1028]

- (1) Maintains current locations of the amount and type of contamination effecting BSA maintenance elements in coordination with the FSB S2/3. [ARTEP 63-005-MTP, Task 63-1-1028]
- (2) Provides instructions on the priority of contaminated equipment for repairs, recovery, and evacuation in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]
- (3) Coordinates requirements for decontamination teams with the brigade S4 and the FSB S2/3. [ARTEP 63-005-MTP, Task 63-1-1028]

v) The FSB support operations section directs BSA HSS operations. [ARTEP 63-005-MTP, Task 63-1-1031]

- (1) Monitors patient evacuation operations in coordination with the FSB medical company to ensure maximum efficiency of available evacuation assets. [ARTEP 63-005-MTP, Task 63-1-1031]
- (2) Requests additional HSS requirements from the DMOC when FSB medical capabilities have been exceeded. [ARTEP 63-005-MTP, Task 63-1-1031]
- (3) Provides changes to operations and plans to the FSB medical company. [ARTEP 63-005-MTP, Task 63-1-1031]

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- (4) Provides HSS status updates to the brigade S4 and the FSB staffs, as required. [ARTEP 63-005-MTP, Task 63-1-1031]
  - (5) Coordinates forward echelon of medical evacuation elements in support of offensive operations with the FSB medical company, the brigade S4, and the DMOC. [ARTEP 63-005-MTP, Task 63-1-1031]
  - (6) Coordinates the relocation of medical elements to fall-back positions in support of defensive or retrograde operations with the FSB medical company, the brigade S4, and the DMOC. [ARTEP 63-005-MTP, Task 63-1-1031]
- w) The FSB support operations section directs medical supply and maintenance operations. [ARTEP 63-005-MTP, Task 63-1-1031]
- (1) Monitors requisitions and issues from the FSB medical company to Bn TF's aid stations to ensure compliance with sustainment controls. [ARTEP 63-005-MTP, Task 63-1-1031]
  - (2) Coordinates resolution of medical resupply and maintenance problems with the brigade S4, the FSB medical company, and the DMOC. [ARTEP 63-005-MTP, Task 63-1-1031]
  - (3) Coordinates additional transportation requirements for delivery of medical supplies with the DISCOM SPO and the DMOC. [ARTEP 63-005-MTP, Task 63-1-1031]
- x) The FSB support operations section directs and maintains status of BSA transportation assets. [ARTEP 63-005-MTP, Task 63-1-1033]
- (1) Maintains current locations of all BSA transportation assets and locations of all transportation activities supporting the BSA. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (2) Maintains BSA transportation capabilities by reviewing the logistics statistics (LOGSTAT) report from subordinate and brigade units in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1033]

- (3) Coordinates transportability priorities, task organization, and highway regulations within the BSA with the DISCOM SPO and the supporting MP element. [ARTEP 63-005-MTP, Task 63-1-1033]
- (4) The FSB support operations section coordinates ground transportation support. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (a) Monitors transportation operations to ensure that assets are committed based on priorities for movement established by the brigade OPOD and the FSB commander [ARTEP 63-005-MTP, Task 63-1-1033]
  - (b) Recommends cross-leveling to equalize the workload throughout the BSA to support changing priorities to the brigade S4 and the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (c) Submits a road movement bid to obtain clearance to move convoys and oversize/overweight vehicles through the DSA to the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (d) Coordinates delivery schedules of logistics items to the BSA with the DISCOM SPO to avoid traffic congestion in delivery areas. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (e) Coordinates delivery of supplies and equipment within the BSA with the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (f) Forwards requests for additional transportation from the brigade S4 to the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (g) Coordinates resolutions for transportation delays or problems with the brigade S4 and the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1033]

- (h) Provides ground transportation status updates to the brigade and FSB staffs, as required. [ARTEP 63-005-MTP, Task 63-1-1033]
- (5) The FSB support operations branch coordinates air transportation support. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (a) Monitors preplanned airlift resupply requests in coordination with the DISCOM SPO to ensure validation and transmission to the DMMC. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (b) Coordinates airlift support operations requests between the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (c) Coordinates delivery times and locations with the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (d) Coordinates ground support and transportation requirements for all deliveries in the BSA. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (e) Provides air transportation support status update to brigade and FSB staffs, as required. [ARTEP 63-005-MTP, Task 63-1-1033]
- (6) The FSB support operations section coordinates transportation support in an NBC environment. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (a) Estimates the impact of NBC attacks on support operations in coordination with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (b) Coordinates the delivery of contaminated cargo with the brigade S4, the DISCOM SPO, and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (c) Disseminates information on contaminated routes and rerouting to all subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1033]

- (d) Requests information on contaminated routes and highway reconnaissance data from the RCPOC, the DISCOM SPO section, and the MPs operating in the area. [ARTEP 63-005-MTP, Task 63-1-1033]
  - (e) Coordinates the deliberate decontamination of transfer points with the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1033]
- 7) The FSB support operations section coordinates airdrop services. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (a) Provides instructions on policies and procedures for requesting airdrop service to the brigade S4 and other BSA elements. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (b) Provides technical assistance on airdrop, rigging, recovery, and maintenance of airdrop equipment to the supported brigade and other BSA elements. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (c) Forwards the airdrop request from the brigade S4 to the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1034]
- y) The FSB support operations section directs GRREG support in the BSA. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (1) Maintains current locations of GRREG collection points in the BSA and DSA. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (2) Monitors GRREG operations at BSA collection point(s) to ensure compliance with directed policies and procedures. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (3) Forwards additional evacuation requirements from the brigade S4 to the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1034]

- (4) Monitors GRREG records and reports to ensure compliance with regulations, the FSB TSOP, and the brigade service OPORD. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (5) Coordinates aerial reconnaissance for search for remains with the brigade S4, the DISCOM SPO, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (6) Provides GRREG operation status update to the brigade S4 and the FSB staff, as required. [ARTEP 63-005-MTP, Task 63-1-1034]
- z) The FSB support operations section directs clothing exchange and bath, salvage, laundry, and renovation support. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (1) Requests support in coordination with the brigade S4 from the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (2) Coordinates location(s) and augmentation procedures with the FSB headquarters and supply company and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (3) Provides times and schedules for services support to the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (4) Coordinates back-haul of all salvage equipment with the FSB headquarters and supply company, maintenance company, and the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1034]
  - (5) Provides support status updates to the brigade S4 and the FSB staff, as required. [ARTEP 63-005-MTP, Task 63-1-1034]
- 4) The FSB support operations officer oversees the preparation for conducting ROM operations.
- 5) The FSB support operations section directs and coordinates support for MPs, chemical elements, and other units which have no organizational or DS support operating in the brigade area. [FM 63-20, p. 1-5]

- d. The FSB staff directs internal FSB logistical preparations:
  - 1) The FSB S1 and S1 section coordinate internal medical support requirements. [ARTEP 63-005-MTP, Task 63-1-1042]
    - a) Calculate probable internal medical support requirements. [ARTEP 63-005-MTP, Task 63-1-1042]
    - b) Monitor routine and emergency treatment and evacuation procedures to ensure compliance with the medical support plan and instructions from the supporting medical element. [ARTEP 63-005-MTP, Task 63-1-1042]
    - c) Monitor FSB preventive medicine measures to ensure compliance with the TSOP. [ARTEP 63-005-MTP, Task 63-1-1042]
    - d) Develop a battle stress management plan. [ARTEP 63-005-MTP, Task 63-1-1042]
  - 2) The FSB S4 and S4 section coordinate internal FSB maintenance operations. [ARTEP 63-005-MTP, Task 63-1-1025]
    - a) Consolidate subordinate elements' maintenance reports to analyze the overall FSB equipment readiness. [ARTEP 63-005-MTP, Task 63-1-1025]
    - b) Provide equipment status reports to the FSB commander and other staff sections for mission planning purposes. [ARTEP 63-005-MTP, Task 63-1-1025]
    - c) Monitor the maintenance management system automated data output to assist in forecasting requirements and analyzing performance indicators. [ARTEP 63-005-MTP, Task 63-1-1025]
    - d) Coordinate current or anticipated maintenance problems with all other FSB staff sections and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1025]
    - e) Monitor FSB subordinate elements' PLL to ensure that levels are consistent with sustainment controls established in the FSB TSOP and guidance from the DMMC. [ARTEP 63-005-MTP, Task 63-1-1025]



- f) Coordinate recovery and evacuation assets with subordinate elements to ensure the timely recovery and evacuation of all FSB equipment. [ARTEP 63-005-MTP, Task 63-1-1025]
  - g) Monitor the controlled substitution program within the FSB to ensure compliance with the guidance and priorities established by the FSB commander. [ARTEP 63-005-MTP, Task 63-1-1025]
  - h) Coordinate the priority of maintenance efforts and repair time guidelines with the FSB S2/3 and the FSB support operations sections and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1025]
  - i) Provide a current materiel readiness briefing to the FSB commander and XO, as required. [ARTEP 63-005-MTP, Task 63-1-1025]
- 3) The FSB S4 and S4 section coordinate internal FSB supply operations. [ARTEP 63-005-MTP, Task 63-1-1025]
- a) Monitor subordinate elements' supply operations to ensure compliance with the FSB TSOP and applicable regulations. [ARTEP 63-005-MTP, Task 63-1-1025]
  - b) Process requests for replenishing basic loads to verify requirements and accuracy. [ARTEP 63-005-MTP, Task 63-1-1025]
  - c) Maintain data on available usage and required rates for CL III and V supplies. [ARTEP 63-005-MTP, Task 63-1-1025]
  - d) Monitor CL V resupply activities of subordinate elements to ensure compliance with established issue controls. [ARTEP 63-005-MTP, Task 63-1-1025]
  - e) Monitor FSB CL III resupply activities to ensure compliance with established issue controls. [ARTEP 63-005-MTP, Task 63-1-1025]
  - f) Coordinate schedules and methods of distribution between subordinate and supporting elements. [ARTEP 63-005-MTP, Task 63-1-1025]

- g) Coordinate receipt and disposition of captured enemy equipment with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1025]
  - h) Maintain property book records of subordinate elements and any separate elements operating in the BSA. [ARTEP 63-005-MTP, Task 63-1-1025]
  - i) Record adjustments, issues, turn-ins, property losses, and status reports using standard property book system - redesigned (SPBS-R) programs. [ARTEP 63-005-MTP, Task 63-1-1025]
  - j) Calculate consumption rates for MOPP gear and decontamination supplies. [ARTEP 63-005-MTP, Task 63-1-1025]
  - k) Maintain the current FSB commander's critical items list. [ARTEP 63-005-MTP, Task 63-1-1025]
- 4) The FSB S4 and the S4 section direct and coordinate FSB field services requirements. [ARTEP 63-005-MTP, Task 63-1-1025]
- a) Forward the FSB field feeding plan to all organic and attached elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1025]
  - b) Inspect field feeding operations and the ration storage areas of the battalion's subordinate elements to ensure compliance with the feeding plan and sanitation regulations. [ARTEP 63-005-MTP, Task 63-1-1025]
  - c) Coordinate field service requirements for all subordinate elements with the DISCOM S4 or the FSB support operations section. [ARTEP 63-005-MTP, Task 63-1-1025]
  - d) Coordinate water requirements for all subordinate elements with the DISCOM S4 or the FSB support operations section. [ARTEP 63-005-MTP, Task 63-1-1025]
  - e) Provide a food service and field services status briefing to the FSB S4 officer and the FSB commander. [ARTEP 63-005-MTP, Task 63-1-1025]
- 5) The FSB S4 and S4 section coordinate FSB internal transportation requirements. [ARTEP 63-005-MTP, Task 63-1-1025]

- a) Consolidate transportation requirements for all FSB elements. [ARTEP 63-005-MTP, Task 63-1-1025]
  - b) Coordinate FSB administrative transportation requirements with the DISCOM S4 or the FSB support operations section. [ARTEP 63-005-MTP, Task 63-1-1025]
  - c) Coordinate transportation for EPW evacuation with the supporting MP element in coordination with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1025]
  - d) Prepare load plans for the FSB headquarters in coordination with the FSB headquarters and supply company commander. [ARTEP 63-005-MTP, Task 63-1-1025]
  - e) Provide an internal transportation status report to the FSB commander and XO, as required. [ARTEP 63-005-MTP, Task 63-1-1025]
- h. The FSB commander integrates the BOS during visits, backbriefs, and rehearsals. [FM 101-5, p. H-36 - H-42]
- 2) The FSB commander integrates maneuver requirements with the other BOS.
- a) Subordinate FSB unit plans are verified and integrated with the FSB plan.
  - b) Base defense plans are consolidated into the BSA defense plan.
  - c) Base ADC plans are consolidated into the BSA ADC plan. [ARTEP 63-005-MTP, Task 63-1-1050]
  - d) A tactical combat force, designated by the brigade, is positioned and prepared to counter level III threats. [FM 63-20, p. 5-12]
  - e) Base commanders prepare for the defense of areas. [FM 63-20, pp. 5-13 and 5-14]
    - (1) Coordinate with the base on each side to plan mutually supporting fires and to avoid engaging each other.
    - (2) Each individual is assigned a fighting position.

- (3) Individual fighting positions are prepared to standard.
- (4) Crew-served weapons are emplaced in fighting positions with primary and secondary sectors of fire.
- (5) Target reference points are positioned to be able to direct fire against approaching ground or enemy forces.
- (6) All weapon-carrying vehicles are placed on the base perimeter.
- (7) LPs and OPs are emplaced.
- (8) Patrols are executed as required.
- (9) Noise and light discipline is enforced.
- (10) Camouflage is properly used.
- (11) Hasty obstacles are emplaced and covered by observation and fire.
- (12) The base reaction force is prepared to respond immediately against a threat within the base.
- (13) Soldiers know alert signals and proper responses to artillery and air attacks.
- (14) Sector sketches are prepared and provided to the main CP.
- f) FSB contingency plans, branches, and sequels are verified and synchronized with all BSA elements.
- g) Reactions to NBC attacks are integrated to ensure force protection and to reinforce the FSB's ability to perform its mission on a contaminated battlefield. [FM 63-20, App B]
- h) The FSB S2/3 section directs preparation for NBC defense. [ARTEP 63-005-MTP, Task 63-1-1040]
- 3) The FSB commander integrates fire support requirements with the other BOS.

- a) The fire support plan is validated with the brigade FSO to ensure that it can be initiated simultaneously with and is synchronized to support direct fires and the FSB defense plan. [FM 63-20, p. 5-9]
  - b) Refinements to the fire support plan are integrated into FSB FRAGOs, the DST, and the synchronization matrix.
  - c) Control measures (e.g., trigger lines, execution criteria) and restrictions and communications (primary and alternate) between observers and the BCOC are verified.
  - d) The FSB S2/3 coordinates with the brigade FSO to verify that the FSB fire support plan can be supported by and is synchronized with the brigade fire support plan. [FM 63-20, p. 5-9]
- 4) The FSB commander integrates AD requirements with the other BOS.
- a) ADA crews are prepared to acquire and engage enemy air attacks along air avenues of approach. [FM 63-20, p. 5-9]
  - b) AD assets are ready to move with FSB/BSA elements to ensure that planned support is provided without interfering with the movement.
  - c) The FSB commander and brigade ADALO review ADA coverage plans to identify weaknesses. [FM 63-20, p. 5-9]
  - d) Subordinate FSB units perform passive AD measures during the preparation phase and are prepared to perform those measures during the mission.
- 5) The FSB commander integrates M/CM/S requirements with the other BOS.
- a) The countermobility plan is checked to ensure integration of direct and indirect fire for each obstacle.
  - b) Survivability positions for vehicles, personnel, and equipment are completed to standard.
  - c) The barrier material distribution plan is checked to ensure that it is delivered to the right place at the right time. [FM 63-20, p. 5-3]

- d) The FSB CP must coordinate all minefields, obstacles, and artillery fires within the BSA. [FM 63-20, p. 5-9]
- 6) The FSB commander integrates CSS requirements with the other BOS.
  - a) CSS assets are prepared to provide planned supply, medical, and maintenance support to the FSB and its customers during the mission.
  - b) Push packages of emergency resupplies in support of the brigade are configured and ready. [FM 63-20, p. 7-21]
  - c) Designated MSR and ASRs are assessed to ensure that CSS assets can provide timely response.
  - d) Medical assets and operations are prepared to support the FSB HSS mission. [FM 63-20, Chap 8]
    - (1) Ambulances are ready to provide planned support.
    - (2) Ambulance transfer points/collection points are located throughout the FSB and supported brigade.
    - (3) Aid station(s) and the FSB medical company are ready to receive and treat casualties.
  - e) Vehicles and equipment are recovered, repaired, and returned to the user or delivered to higher maintenance echelons. [FM 63-20, p. 8-4]
  - f) Maintenance assets are task organized and are prepared to provide support to the brigade combined arms units. [FM 63-20, pp. 8-6 - 8-8]
  - g) The fog oil distribution plan is verified to ensure that it is delivered to smoke-generation elements in a timely manner. [FM 63-20, p. 7-9]
  - h) The ROM plan is verified to ensure that it is capable of providing required fuel to brigade elements:
    - (1) MP assistance at the ROM sites.
    - (2) AD coverage required at each ROM site.

- (3) Communications requirements at each ROM site.
- 7) The FSB commander integrates C2 requirements with the other BOS.
  - a) The FSB commander reviews the FSB DST and synchronization matrix to ensure that:
    - (1) Plan modifications are integrated.
    - (2) Mission details to achieve the brigade commander's intent are adequately reflected.
  - b) Subordinate unit FSB commanders demonstrate to the FSB commander an understanding of:
    - (1) When and where the FSB commander plans to support brigade operations while protecting the force.
    - (2) The brigade commander's intent and desired endstate.
    - (3) Their mission and how their plans are synchronized according to the DST with all elements with which they interrelate and with each battle phase of the FSB plan.
  - c) The FSB commander reviews the criteria for the employment of the FSB reaction force to verify that his intent and visualized endstate can be achieved. [FM 63-20, p. 5-11]
  - d) The BSA response forces are based on number of personnel, type weapons, and current mission of each base. [ARTEP 63-005-MTP, Task 63-1-1050]
  - e) Command and control measures planned for the mission are reviewed by the FSB commander, staff, and subordinate leaders to ensure completeness and understanding.
  - f) FSB CPs and staff are prepared to support the mission.
    - (1) Are ready to receive, process, and disseminate information.
    - (2) Exchange information with brigade and DISCOM and supported units.

- i. The FSB commander ensures that the FSB OPORD/FRAGO and all critical associated documents are updated and reflect his most current guidance. [FM 101-5, App H]
- j. The FSB staff distributes the refined/updated FSB OPORD, FRAGO, and associated documents to the subordinate units operating in the BSA.
- k. FSB subordinate, attached, and OPCON units conduct final battlefield preparations based on the updated FSB OPORD, FRAGO, and associated documents. Information is exchanged to ensure that:
  - 1) The latest intelligence on the enemy is disseminated by the FSB S2/3.
  - 2) The latest DS support information is disseminated by the support operations officer.
  - 3) Modifications to the plan are reviewed to verify understanding.
  - 4) FSB staff officers and subordinate leaders perform final coordination.
  - 5) Problems are identified and compensated for.
  - 6) The session is timed to ensure that final coordination and plan modification can occur in a timely manner.
  - 8) The FSB command section supervises activities of subordinate FSB units. [ARTEP 63-005-MTP, Task 63-1-1045]
- c) Assigns specific tasks to subordinate FSB units. [ARTEP 63-005-MTP, Task 63-1-1045]

## **Outcome 6**

Subordinate leaders demonstrate an understanding of the critical elements of their own mission and mission essential tasks, the FSB mission, and the battalion commander's intent.

### **Task Elements**

- 4. **The forward support battalion commander directs changes to the operation or plan.** [FM 101-5, pp. 4-7 - 4-60, 6-33 and C-2, App B and H; FM 63-20, p. 6-2; ARTEP 63-005-MTP, Tasks 63-1-1013, 1022 and R326]
  - d. The FSB commander approves the FSB FRAGO and directs the staff to issue it. [FM 63-20, p. 6-2, FM 101-5, p. 4-49]



- 4) The FSB commander conducts a confirmation brief with key FSB leaders.
- 5) The FSB XO conducts a confirmation brief with the FSB staff.
- 5. **The forward support battalion commander directs and leads subordinate forces.**  
[FM 101-5, pp. 4-59, 4-60, M-10, M-11, M-15, H-36 - H-42, App H and M; FM 63-20, pp. 1-5, 3-2, 5-3, 5-9, 5-11, 5-12, 5-13, 5-14, 7-21, 7-9, 8-4 and 8-6 - 8-8; Battle Command, pp. 11 - 15, 27 and 28; ARTEP 63-005-MTP, Task 63-1-1009, 1022, 1025, 1026, 1027, 1028, 1029, 1030, 1031, 1033, 1034, 1037, 1038, 1040, 1042, 1045, 1050 and R303; FM 22-100, Chaps 4, 5 and 6]
  - a. The FSB commander takes actions to ensure that subordinate FSB leaders have a clear understanding of his intent and concept. [FM 101-5, pp. 4-59/60]
  - e. The FSB commander exercises leadership and maintains unit cohesion and discipline. [Battle Command, Leadership and Decision-making, p. 11-15; FM 22-100, Chaps 4, 5 and 6]
    - 1) The FSB commander checks and ensures that orders are executed; reinforces discipline by demanding compliance to standards and his guidance.
  - f. The FSB commander and staff integrate support of tactical operations through backbriefs. [FM 101-5, pp. 4-59/60]
    - 1) The FSB commander conducts backbriefs with the FSB staff and subordinate commanders.
      - a) Conducted during and after the FSB commander's inspections and visits.
      - b) Conducted as directed by the FSB commander.
      - c) Conducted during rehearsals to:
        - (1) Ensure understanding of the concept of the operation.
        - (2) Disseminate information and changes which occur as a result of plan refinement during the rehearsal.
      - d) The FSB staff and subordinate commanders perform backbriefs and are responsible for:

- (1) Describing in detail how their support plan will be conducted.
  - (2) Describing how their concept of the operation supports the FSB commander's intent and contributes to the FSB mission.
  - (3) Describing the level of preparation achieved, preparation activities still required to be completed, and how they will adhere to the mission timelines.
- g. The FSB commander integrates support of tactical operations through rehearsals. [FM 101-5, App M]
  - 1) The FSB commander and staff plan and prepare for rehearsals. The rehearsal process culminates in the FSB commander participating in the brigade rehearsal. In preparation for the brigade rehearsal and to prepare the BSA elements to support the brigade, the FSB rehearsal involves all BSA elements. The FSB commander may combine rehearsal techniques. [FM 101-5, App M]
    - a) Rehearsal planning.
      - (1) Earlier concepts and guidance for rehearsals are reviewed to ensure that rehearsals can be conducted as initially visualized.
        - (a) Rehearsal goals and focus.
        - (b) Technique/method of rehearsal.
        - (c) Rehearsal participants.
        - (d) Rehearsal times and places.
      - (2) Rehearsal planning is updated based on: [FM 101-5, p. M-2]
        - (a) Time available.
        - (b) Training status of troops.
        - (c) Complexity of the operation.

- (d) Unit familiarity with rehearsal techniques and SOPs.
- b) The FSB commander and S2/3 prioritize tasks to be rehearsed based on: [FM 101-5 pp. M-10 and M-11]
  - (1) Key (critical) events and activities to be performed in battle.
  - (2) Complexity.
  - (3) Those tasks which leaders and soldiers are not trained on.
- c) The FSB staff and subordinate units prepare for the rehearsal.
  - (1) Subordinate units develop at least a tentative plan prior to their participation in a FSB rehearsal in order to allow effective feedback on the FSB plan.
  - (2) Subordinate units conduct their own rehearsals and prepare vehicles, equipment, and soldiers prior to FSB rehearsals.
  - (3) FSB level rehearsals are not so numerous or so closely spaced together that subordinate units are not afforded time for their rehearsals nor are subordinate commanders required to be in two different places at the same time.
- d) Techniques:
  - (1) Level I: Small-scale rehearsals. Techniques include:
    - (a) Map: A limited number of participants due to map size, used when time and space constraints are limited.
    - (b) Sand table/terrain model: Key leaders only, used to compensate for lack of sufficient time.
    - (c) Rock/stick drill: The same characteristics as sand-table/terrain models, except that participants replicate their actions or their unit's actions.
    - (d) Radio/telephone: Participants as directed by the FSB commander, used when time and enemy

situations do not allow gathering of personnel; used to test radios and determine backup systems in the event of communications equipment failure.

- (2) Level II: Focused rehearsals using selected personnel, usually key leaders, over similar terrain; technique used is tactical exercise without troops (TEWT), where key leaders participate; this is conducted on actual mission terrain or similar terrain.
- (3) Level III: An FSB full-scale dress rehearsal involving use of real-time movement over actual mission or similar terrain.

e) Rehearsal types:

(1) Type A:

- (a) The FSB commander.
- (b) The FSB XO.
- (c) The FSB S2/3.
- (d) The FSB support operations officer.
- (e) The FSB primary staff.
- (f) The FSB BMO.
- (g) FSB subordinate commanders and other BSA unit commanders (TF field trains) and/or support platoon leaders.
- (h) The brigade S4.

(2) Type B:

- (a) The FSB commander.
- (b) The FSB XO.
- (c) The FSB S2/3.

- (d) The FSB support operations officer.
  - (e) FSB subordinate commanders and other BSA unit commanders (TF field train) and/or support platoon leaders.
  - (f) The brigade S4.
- (3) Type C:
  - (a) The FSB commander.
  - (b) The FSB XO.
  - (c) The FSB S2/3.
  - (d) FSB subordinate commanders and other BSA unit commanders (TF field trains) and/or support platoon leaders.
  - (e) The brigade S4.
- (4) Type D:
  - (a) The FSB commander.
  - (b) The FSB S2/3.
  - (c) FSB subordinate commanders and other BSA unit commanders (TF field trains) and/or support platoon leaders.
  - (d) The brigade S4.
- 2) The FSB commander uses the DST and synchronization matrix as the framework to test and measure the FSB's ability to synchronize defense and support through rehearsals of the mission. [FM 63-20, pp. 3-2 and 5-11, FM 101-5, App M]
- 3) Roles of participants in FSB rehearsals, regardless of the type of rehearsal:
  - a) The FSB commander:
    - (1) Controls the rehearsal.

- (2) Ensures that the rehearsal meets his goals.
- (3) Briefs participants (or gives guidance to the FSB XO to brief) prior to the rehearsal.
  - (a) Each participant is introduced with a brief description of his duties and roles for the mission.
  - (b) An overview of:
    - 1 Missions and tasks to be rehearsed.
    - 2 The sequence of activities rehearsed.
    - 3 Rehearsal timelines (e.g., time to rehearse each event /phase of the mission).
    - 4 A description of the rehearsal site.
- (4) Establishes the standard and outcome/goals to be achieved.
  - (a) All subordinate commanders, staff, and other key personnel demonstrate that they fully understand their responsibilities within the parameters of the FSB commander's intent.
  - (b) Vulnerabilities in the plan are identified and the means to negate them are determined.
- (5) Exercises the MDMP he expects to be faced with during the mission, paying particular attention to:
  - (a) Identifying times or events during the mission which will require him to make decisions.
  - (b) Observing how his decisions are implemented by FSB units and the staff.
  - (c) Identifying which decisions produce the outcome which supports his intent and desired endstate and which decisions will not contribute to achieving his intent and desired endstate.

- (d) The utility of his decision-support aids (e.g., DST).
- (6) Assesses the effect of FSB actions to achieve the desired endstate (with FSB S2/3 assistance).
- b) The FSB XO:
  - (1) Ensures that he is prepared to lead and direct the FSB in the event of the loss of the FSB commander.
  - (2) Ensures that the FSB staff is prepared to receive and evaluate information and disseminate it to the FSB commander and subordinate units.
  - (3) Describes the positioning and the movement of FSB CPs during the mission.
  - (4) Briefs participants in the place of the FSB commander as directed.
  - (5) Ensures that all changes to the plan are recorded, coordinated and supporting products are updated.
- c) The FSB S2/3:
  - (1) Describes the overall operation.
  - (2) Ensures that FSB elements are synchronized in terms of timing to support the brigade and FSB movement.
  - (3) Describes the positioning and the movement of the FSB command group during the mission.
  - (4) Assists the FSB commander in tracking the effect of FSB actions to achieve the desired endstate.
  - (5) Portrays enemy actions and responses.
    - (a) Replicates all plausible and possible events and activities.
    - (b) Ensures that enemy actions are properly depicted and understood so the FSB commander, subordinate

commanders, and staff are able to anticipate actions during execution.

- (6) Provides updated enemy and terrain information.
  - (7) Describes ADA coverage of the FSB to include routes and positions.
  - (8) Portrays enemy air avenues of approach and expected activity.
  - (9) Ensures that ADA elements rehearse early warning and weapons control status changes to ensure that the FSB is capable of engaging enemy aircraft with all weapons systems.
  - (10) Describes NBC decontamination support of the FSB (e.g., sites, equipment and procedures if other than TSOP).
  - (11) Portrays potential enemy use of chemicals against the FSB.
  - (12) Describes helicopter operations in support of the FSB.
- d) The FSB support operations officer describes the brigade plan and the brigade commander's intent by phase. He also discusses possible branches and sequels and the FSB commander's concept of support:
- (1) Describes the plan for providing routine and emergency resupply of CL III and V.
  - (2) Describes the plan for providing a supply of barrier and survivability material in the event of hasty or deliberate defense.
  - (3) Describes the plan for providing chemical defense equipment and supplies in the event of an enemy NBC strike.
  - (4) Identifies LRPs and the plan for linking-up with task force CSS elements.
  - (5) Describes the plan for the battlefield recovery and evacuation of damaged or disabled equipment.



- (6) Describes the plan for the emergency resupply of CL IX.
- (7) Describes the plan for medical evacuation and treatment (air and ground).
- (8) Identifies the location of AXPs and patient transfer procedures.
- (9) Identifies the location of BASs and the plan for emergency resupply and/or reconstitution of BASs.
- (10) Identifies locations and procedures for decontaminating and treating NBC contaminated patients.
- (11) Identifies locations and procedures for conducting ROM operations.
- e) The FSB S4 (representing the CSS staff).
  - (1) Describes CSS support of the FSB.
  - (2) Portrays the positioning and the movement of CSS assets.
- f) The FSB and other BSA subordinate commanders (TF field trains) and, if time and situation allow, subordinate platoon leaders: [FM 101-5, p. M-15]
  - (1) Describe their missions.
  - (2) Demonstrate how they will accomplish their assigned mission.
- 4) Time dependent, the entire operation is thoroughly rehearsed.
- 5) Conduct of rehearsals.
  - a) A slow walk-through of the mission is performed, with staff and subordinate leaders explaining their actions at every step to ensure understanding; then it is rehearsed at combat speed with minimal guidance.
  - b) Rehearsals are conducted from the point of threat identification up to the point where the FSB is able to complete the mission.

- c) All FSB systems participate if time is available; representative portions of FSB systems participate if time or space is not available.
  - d) During the rehearsal, participants execute exactly as they would in combat.
  - e) The rehearsal is realistic, with an accurate replication of the enemy.
- 7) The FSB commander integrates C2 requirements with the other BOS.
- b) Subordinate unit FSB commanders demonstrate to the FSB commander an understanding of:
    - (1) When, where, and how the FSB commander plans to support brigade operations while protecting the force.
    - (2) The brigade commander's intent and desired endstate.
    - (3) Their mission and how their plans are synchronized according to the DST with all elements with which they interrelate and with each battle phase of the FSB plan.
  - c) The FSB commander reviews the criteria for the employment of the FSB reaction force to verify that his intent and visualized endstate can be achieved. [FM 63-20, p. 5-11]
  - d) The BSA response forces are based on number of personnel, type weapons, and current mission of each base. [ARTEP 63-005-MTP, Task 63-1-1050]
  - e) Command and control measures planned for the mission are reviewed by the FSB commander, staff, and subordinate leaders to ensure completeness and understanding.
  - f) FSB CPs and staff are prepared to support the mission.
    - (1) Are ready to receive, process, and disseminate information.
    - (2) Exchange information with brigade and DISCOM and supported units.

- 8) The FSB commander determines the FSB state of mission preparedness through inspections and visits. Inspects BSA units' positions for OPSEC effectiveness. [ARTEP 63-005-MTP, Task 63-1-1037]
- a) Questions subordinate leaders down to platoon leaders and compares their concepts of the operation with his to ensure that the FSB plan is synchronized at all levels.
  - b) Concentrates on those units and officers that demonstrate leadership weaknesses; checks/listens to be sure tasks are understood.
  - c) Inspects and spot-checks known weaknesses to ensure that they are corrected.
  - d) Makes a subjective assessment of cohesion, morale, and esprit.
  - e) When actions taken are not in accordance with decisions, FSB TSOPs, Army standards, and the FSB OPORD, refines plans and preparation efforts to counter weaknesses.
  - f) Expedites actions, fixes problems, ensures compliance with guidance, and sets and refines standards.
  - g) Manages his time and prioritizes his visits so that he visits at least those units most critical to the execution of his intent.
  - h) Informs the FSB XO and the FSB commander's representatives, upon inspecting preparations, of any changes or refinements to the plan which he has directed.
- 9) The FSB commander extends his command presence by directing members of his staff (the FSB XO, CSM, or one or more FSB staff members) to perform inspections and visits.
- a) The FSB S2/3 section provides feedback on the status of the OPSEC program. [ARTEP 63-005-MTP, Task 63-1-1038]
    - (1) Inspects subordinate elements' positions for OPSEC effectiveness. [ARTEP 63-005-MTP, Task 63-1-1038]
    - (2) Inspects BSA camouflage and concealment measures for compliance with the FSB TSOP, the FSB OPORD, and the

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current tactical situation. [ARTEP 63-005-MTP, Task 63-1-1038]

- (3) Identifies OPSEC weakness and recommended corrections by continuously reviewing brigade OPSEC updates. [ARTEP 63-005-MTP, Task 63-1-1038]
- (5) Provides feedback reports to the FSB commander, staff, and subordinate elements on activities that affect OPSEC measures. [ARTEP 63-005-MTP, Task 63-1-1038]
- (6) Supervises BSA participation in the overall brigade OPSEC plan. Provides feedback reports to the brigade S2 or S4 on activities that affect OPSEC measures. [ARTEP 63-005-MTP, Task 63-1-1037]

b) The FSB command section supervises activities of subordinate units. [ARTEP 63-005-MTP, Task 63-1-1045]

- (1) Monitors the performance of subordinate elements to ensure that the required level of efficiency as prescribed in plans, policies, directives, and the FSB TSOP is maintained. [ARTEP 63-005-MTP, Task 63-1-1045]
- (2) Monitors support plans to determine overall effectiveness. [ARTEP 63-005-MTP, Task 63-1-1045]
- (3) Assigns specific tasks to subordinate units. [ARTEP 63-005-MTP, Task 63-1-1045]
- (4) Monitors compliance with decisions, directives, and instructions to determine subordinate elements' implementation. [ARTEP 63-005-MTP, Task 63-1-1045]

k. FSB subordinate, attached, and OPCON units conduct final battlefield preparations based on the updated FSB OPORD, FRAGO, and associated documents. Information is exchanged to ensure that:

- 3) Modifications to the plan are reviewed to verify understanding.

### Outcome 7

Soldiers and units are disciplined and are motivated to accomplish the mission.

## Task Elements

2. **Forward support battalion command posts acquire, evaluate, and communicate information and maintain status.** [TRADOC Pam 11-9, Chap 7 and App D; FM 101-5, Chaps 3, 4 and 6, pp. 1-11 - 1-17, 3-50, 5-11, 6-5, 6-7, 6-8, 6-9, 6-11, 6-16, C-4, App A, C and D; FM 63-20, Chaps 7, 8 and 9, pp. 1-5, 2-3, 2-8, 3-2, 3-3, 3-4, 3-5, 5-2, 5-5, 5-6, 5-7, 5-9, 5-10, 5-11, 5-12, 5-13, 5-14, 6-2, 6-3, 6-4, 6-5, 6-6, 6-7, 6-8, 6-9, 7-3, 7-10, 9-11 and B-3; ARTEP 63-005-MTP, Task 63-1-1012, 1022, 1037, 1042, 1050 and 1051)
  - d. The FSB commander and staff maintain information and status. [FM 63-20, p. 3-11]
  - 10) FSB staff officers (S1, S2/3, S4, support operations officer, BMO, chaplain) maintain logistical information and status.
    - c) The FSB S1 section updates personnel information internally and with the brigade S1. [FM 63-20, pp. 6-2 - 6-4]
    - (6) Personnel actions (awards, decorations, promotions, legal action).
    - (8) Soldier morale and welfare activities.
3. **The forward support battalion commander visualizes the battlefield.** [FM 101-5, Chap 1, 2, 3, 4, pp. 1-4 - 1-17, 2-14, 2-15, 4-4, 4-46, 4-48 and 9-85, App C; D and E; FM 63-20, pp. 1-3, 2-5, 2-6, 2-8, 2-9, 3-6, 5-9, 5-10, 5-13, 6-2, 6-6 and 6-7; ARTEP 63-005-MTP, Task 63-1-1042 and 1050; Battle Command, Techniques and Procedures, Chap 2 and 4]
  - a. The FSB commander updates his estimate based on his assessment of the current situation based on METT-T: [FM 100-5, pp. 2-14, 2-15; FM 101-5, pp. 1-4 - 1-11, 9-85, Chap 4, App C]
  - 6) The battlefield operating systems (BOS). [FM 101-5, App C]
    - f) Combat service support.
      - (6) The FSB commander assesses personnel operations to ensure compliance with his guidance and intent.
        - (a) Morale, welfare, and recreation support is reviewed to determine that it is meeting requirements.

- (7) The FSB commander assesses the status of morale in the BSA.
  - (8) The FSB commander ensures that all elements operating in the brigade AO, including division and corps assets, are provided levels I and II medical care. [FM 63-20, pp. 1-3 and 3-6]
5. **The forward support battalion commander directs and leads subordinate forces.** [FM 101-5, pp. 4-59, 4-60, M-10, M-11, M-15, H-36 - H-42, App H and M; FM 63-20, pp. 1-5, 3-2, 5-3, 5-9, 5-11, 5-12, 5-13, 5-14, 7-21, 7-9, 8-4 and 8-6 - 8-8; Battle Command, pp. 11 - 15, 27 and 28; ARTEP 63-005-MTP, Task 63-1-1009, 1022, 1025, 1026, 1027, 1028, 1029, 1030, 1031, 1033, 1034, 1037, 1038, 1040, 1042, 1045, 1050 and R303; FM 22-100, Chaps 4, 5 and 6]
- e. The FSB commander exercises leadership and maintains unit cohesion and discipline. [Battle Command, p. 11-15, FM 22-100, Chaps 4, 5 and 6]
    - 1) The FSB commander checks and ensures that orders are executed; reinforces discipline by demanding compliance to standards and his guidance.
    - 2) The FSB commander observes subordinates for:
      - a) Indicators of shortfalls in performance or manner of performance and takes corrective action as necessary.
      - b) Noteworthy performance so that he can praise accomplishments.
    - 3) The FSB commander displays a calm presence to subordinates while clearly delineating guidance and providing precise and simple orders and instructions.
    - 4) The FSB commander maintains a moral presence.
    - 5) The FSB commander monitors subordinates and himself for degradation of mental and physical capability. [Battle Command, p. 27 and 28]
      - a) The FSB commander monitors his own physical and mental state and gets rest.
      - b) The FSB commander and subordinate leaders implement the FSB staff sleep plan. [ARTEP 63-005-MTP, Task 63-1-R303]

- (1) Coordinate with the FSB headquarters and supply company for a safe and secure sleep area for staff personnel. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (2) Develop a sleep plan that provides all soldiers 3 to 4 hours of uninterrupted sleep per day. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (3) Adjust the sleep plan as dictated by the tactical situation. [ARTEP 63-005-MTP, Task 63-1-R303]
- c) The FSB staff section leaders implement task rotation or restructuring procedures. [ARTEP 63-005-MTP, Task 63-1-R303]
- (1) Cross-train unit personnel on all critical tasks. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (2) Implement a plan for rotation of staff personnel between demanding and non-demanding tasks. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (3) Assign two staff members to function independently on tasks requiring a high degree of accuracy. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (4) Adjust task rotation policies and procedures to the tactical situation. [ARTEP 63-005-MTP, Task 63-1-R303]
- d) The FSB staff section leaders implement stress coping and management techniques. [ARTEP 63-005-MTP, Task 63-1-R303]
- (1) Implement a buddy system throughout the entire staff to observe signs of stress or battle fatigue. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (2) Provide instructions on relaxation techniques to all staff personnel. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (3) Reintegrate "return to duty" stress or battle-fatigue soldiers into their specific element or section. [ARTEP 63-005-MTP, Task 63-1-R303]

- e) The FSB commander and subordinate leaders implement stress treatment techniques. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (1) Implement a plan to deal with mild, seriously stressed, or battle-fatigue cases. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (2) Assign staff members showing signs of stress or battle-fatigue to simple tasks. [ARTEP 63-005-MTP, Task 63-1-R303]
- f) The FSB leaders employ preventive stress measures and take stress prevention actions. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (1) Maintain a positive attitude concerning the unit's mission, purpose, and abilities. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (2) Comply with the FSB commander's sleep plan. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (3) Identify other staff members who show signs of stress or battle fatigue. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (4) Report signs of stress or battle fatigue of other FSB staff members to their immediate supervisor. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (5) Provide the entire staff an accurate assessment of the friendly and threat situation. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (6) Brief the FSB commander's intentions to all FSB staff personnel. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (7) Speak positively concerning the FSB's missions, purposes, and abilities. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (8) Implement a positive attitude throughout the FSB staff. [ARTEP 63-005-MTP, Task 63-1-R303]
  - (9) Employ an information dissemination plan designed to quell and prevent rumors. [ARTEP 63-005-MTP, Task 63-1-R303]



- g) FSB staff officers supervise operations of their sections. [ARTEP 63-005-MTP, Task 63-1-1037]
- h. The FSB commander synchronizes the BOS during visits, backbriefs, and rehearsals. [FM 101-5, p. H-36 - H-42]
- 8) The FSB commander determines the FSB state of mission preparedness through inspections and visits. Inspects BSA units' positions for OPSEC effectiveness. [ARTEP 63-005-MTP, Task 63-1-1037]
  - b) Concentrates on those units and officers that demonstrate leadership weaknesses; checks/listens to be sure tasks are understood.
  - c) Inspects and spot-checks known weaknesses to ensure that they are corrected.
  - d) Makes a subjective assessment of cohesion, morale, and esprit.
  - e) When actions taken are not in accordance with decisions, FSB TSOPs, Army standards, and the FSB OPORD, refines plans and preparation efforts to counter weaknesses.
  - f) Expedites actions, fixes problems, ensures compliance with guidance, and sets and refines standards.
  - g) Manages his time and prioritizes his visits so that he visits at least those units most critical to the execution of his intent.
- 9) The FSB commander extends his command presence by directing members of his staff (the FSB XO, CSM, or one or more FSB staff members) to perform inspections and visits.
- 10) Inspections and visits are scheduled; units may be informed of times.

## LESSONS LEARNED

This component identifies the lessons learned extracted from the U.S. Army Center for Army Lessons Learned (CALL) publications relevant to performing this battlefield function (BF). The lessons learned are organized and listed by the appropriate task in the BF task list. Where appropriate to address the absence of a task in an Army Training and Evaluation Program - Mission Training Plan (ARTEP-MTP), the lessons learned have been structured as tasks and are included in the detailed task list as subtasks. The purpose of the lessons learned component is to provide the user with the most recent tactics, techniques and procedures (TTP) associated with the performance of the tasks in this BF.

1. **Forward support battalion command posts manage and maintain command, control, and communications.**
2. **The forward support battalion command posts acquire and communicate information and maintain status.**

- LL - Practice SOPs for reporting to ensure they are workable and effective. [Center for Army Lessons Learned (CALL) Bulletin No. 90-9]
- LL - Incorporate the use of operation schedules (OPSCHEDs) and execution checklists in training to streamline reporting and cut transmission time. [CALL Bulletin No. 90-9]
- LL - Minimum critical information (MCI) that should be tracked in the battalion TOC (both friendly and enemy forces) includes: relative combat power, unit locations, obstacle overlay, execution matrix, task organization and personnel status. [CALL, News From the Front!]
- LL - Information boards need to be updated (at a minimum) every four hours. [CALL, News From the Front]
- LL - Have a designated individual track MCI. [CALL, News From the Front!]
- LL - Conduct formal shift change briefs in the TOC. This process forces information updates and sharing. [CALL, News From the Front]
- LL - Logs and journals (DA 1594s) are excellent tools for details and historical purposes. However, consider adding a "significant activities" board in the TOC to share information. This should display significant activities of all the battlefield operating systems in the TOC. [CALL, News From the Front]
- LL - Distribute common message formats and reports well in advance and rehearse if possible. [CALL Bulletin No. 90-4]

LL - TOPIC: WD-1 wire

**DISCUSSION:** Any electronically generated transmission, e.g., radio, can be monitored at extremely long distances in a desert environment. This will prompt the extensive use of land-line communications and the accompanying increased demand for WD-1 wire. [Call Newsletter No. 90-8]

LL - TOPIC: Decontamination chemicals

**DISCUSSION:** The potential use of chemical weapons by a Middle East adversary will prompt the demand for extensive quantities of decontamination chemicals. [Call Newsletter No. 90-8]

3. **The forward support battalion commander visualizes the battlefield.**

LL - TOPIC: C2 effectiveness under stress

**DISCUSSION:** There are many factors that can create stress in combat operations: fatigue, anxiety, time, intense heat, battlefield uncertainty, etc. Reactions to stress are varied, but there are clear indications, from combat experience and less stressful research and training environments, that soldier performance in command and control C2 operations can suffer.

**LESSON(S) LEARNED:** Do not underestimate your opponent. At the outbreak of conflicts, there is a common tendency to underestimate the opponent's military abilities. At the beginning of the U.S. Civil War, both sides thought they could win quickly and easily. In many training exercises, U.S. planners seem to assume that because the opponent is culturally different, not a world power, or technologically inferior, he will be easy to defeat. After the enemy is more successful than anticipated, then it is common to overestimate his capabilities. Maintain a realistic, balanced perspective on enemy capabilities. Plan ahead. The reality of violent combat can cause commanders and staffs to concentrate on just the immediate battle. This is especially true if operations do not go exactly as planned. Yet most of our potential adversaries fight in echelons, and, in a fast-paced battle, we must be preparing to meet the second echelon while fighting the first. Eliminate future surprises by planning for the next battle during the current fight. See the entire battlefield. Under stress it is more comfortable to narrow your focus to your immediate control and within your own boundaries. What is happening on your flanks and rear is critical to accomplishing your mission. The support you might get from the flanks and from higher command could be critical to accomplishing your mission. Commanders and staffs must consider the bigger picture when planning and conducting their operations. Decide early, then plan in detail. After the concept of the operation has been decided, there is still much detailed planning to be done. Do not let the search for a perfect concept consume all your time and effort or use up time your subordinates need. Numerous CTC exercises have shown that a good workable concept, planned in detail, rehearsed and well

executed, is a winning strategy. Simple concepts, thoroughly planned! Making complex, tricky-to-execute plans is asking for trouble. Keep plans simple, but plan them in detail. Achieving synchronization depends on working out the time, space, and force details. Whenever possible, determine the criteria for key decisions in advance. For example, rather than simply ordering a unit to "withdraw before becoming decisively engaged," pre-establish the criteria for making the decision to withdraw. [CALL Newsletter No. 90-8, pp. 23-24]

## LL - COMPONENTS OF TACTICAL LOGISTICS

When determining what battlefield data are relevant to sustainment, it's helpful to break down combat service support (CSS) operations into certain key elements against which data can be collected for study and analysis. For this discussion, these data elements are called the components of tactical logistics. The following descriptions of the components of tactical logistics are not doctrinal "book definitions," per se, so they are not intended to be all-inclusive. They are offered here, however, to stimulate thought and to facilitate an understanding of those factors which impact on tactical logistics support.

- \* Logistic resources are the wherewithal to effect support, including CSS organizational structures, command and control, task organizing for support, communications, information automation systems, medical facilities, and materiel such as transportation assets and supply, maintenance and field services equipment.
- \* Logistic capabilities include soldier and leader skills and the personnel staffing which, collectively, activate logistics resources and bring to life the required support. Capabilities are degraded in adverse situations such as severe climatic conditions, night operations, or elevated mission oriented protective postures (MOPP).
- \* Logistic capacities include reception and clearance capacities, carrying capacities of transportation assets, volumes of storage facilities, maintenance production output rates, and supply route characteristics such as surface composition, tunnels, overhead obstructions, bridge weight limits and traffic circulation rates.
- \* Materiel stocks include the quantity and status of weapon systems, ancillary equipment, ammunition, repair parts and consumable supplies required or available to sustain or reconstitute combat power of deployed units. Also included are logistics status reports and known or projected shortfalls.
- \* Consumption and attrition rates include experienced or expected usages of consumable supplies and weapon systems which must be considered to anticipate support requirements.

- \* Time and space factors are those requirements and restrictions of the battlefield which influence whether logistic support is provided to deployed forces at the right place and time. Included here are plans, orders, rehearsals, priority of support, positioning for support, tempo of support (intensity of demand), security, risk assessment, the effects of terrain, weather, contaminated areas, minefields, nighttime and enemy threat on logistics operations, and the battlefield signatures of logistic resources. Time and space factors, especially, impact on the synchronization and integration of logistics on the battlefield. [CALL Newsletter No. 92-5, pp. 1-2]

## LL - BATTLEFIELD DATA SOURCES

Sources from which relevant battlefield data are derived include:

- \* Higher headquarters briefs, plans and orders.
- \* The commander's planning guidance is made up of the restated mission, initial concept of the operation, scheme of maneuver, deception objective, rear operations priorities, time plan, type of order to be issued, and type of rehearsal (backbrief, reduced force, full force). It may indicate what support tasks are required before, during, and after the mission.
- \* The commander's intent (or concept) may indicate when and where support actions are to be synchronized with maneuver, thereby suggesting logistics triggering mechanisms.
- \* Operations and intelligence briefings and overlays provide locations of friendly and enemy forces, weather, terrain, likely logistics release points, resupply routes and distances.
- \* Task organization and modification tables of organization and equipment (MTOEs) provide data on logistics resources, capabilities and capacities.
- \* Logistics status reports provide data on the readiness of primary weapon systems and materiel stocks.
- \* TF scouts, especially if the need to gather data against the components of tactical logistics is included in their collection requirements (such as airlift resupply landing zones).
- \* Engineer route reconnaissance overlays.
- \* Traffic circulation and highway regulating plans.

- \* Personal reconnaissance by logistics staff members may be required to collect data on likely resupply routes, obstructions, bridge weight limits or the composition of stream beds.

Gathering data about the components of tactical logistics gives the staff planner the basic planning factors needed to assess the battlefield environment. Through analysis, these data are transformed into decision information to determine the supportability of competing courses of action and to develop effective staff estimates. Only by assessing the status and impact of the components of tactical logistics can logisticians bring an informed estimate to the planning process. Tacticians must take advantage of the contributions made by logisticians during planning or face periods of diminished combat power during a mission - potentially at a critical point in the battle.

By analyzing relevant data elements and applying them during planning, logistics preparation of the battlefield is achieved. This is essential if we are to incorporate the sustainment imperatives of anticipation, integration, continuity, responsiveness and improvisation specified in FM 100-5, Operations and FM 100-10, Combat Service Support. [CALL Newsletter No. 92-5, pp. 2-4]

#### LL - THE TRAINING CHALLENGE: INTEGRATING LOGISTICS

Integrating logistics into tactical planning at the TF level continues to present a significant challenge to units during rotations at our combat training centers. It must be integrated as early as possible to bring to bear all unit resources on mission tasks. Too often TF commanders and operations planners develop the maneuver plan separately and then ask TF logisticians to devise a logistics scheme to support the tactical plan.

When maneuver and support planning are done separately, critical information is not exchanged. TF logisticians do not fully understand how the mission will be executed nor do they appreciate the plan's implications for support. Timing of CSS actions suffers, lapses in support occur, and combat power is plagued with peaks and valleys rather than sustained over time.

Logistics gives depth to the battlefield and makes the tactical plan executable. By integrating critical logistics information early in the decision making process, commanders combine the tools of the logistician with those of the tactician. This focuses all unit resources on the mission. The validity of competing courses of action is more clearly seen and TF's combat power is anticipated at critical points on the mission timeline. [CALL Newsletter No. 92-5, pp. 1-5]

4. **The forward support battalion commander directs changes to the operation or plan.**

**LL -** Staff integration in planning, preparation, and execution of missions continues to be a challenge. Each staff member must actively participate in mission analysis, COA development, analysis and comparison, war gaming and orders production. Each staff officer and liaison officer (LNO) must properly advise the staff to ensure the proper employment of his assets as well as the focusing of combat power. Units should establish planning and TOC operational procedures that promote staff cross-talk. Information sharing must occur during the execution phase to ensure accurate battle tracking. Staff members need to work together to analyze information and provide updated estimates to the staff and commander to support the current battle and plan for future operations. Every staff member should continuously assist the S2 with the intelligence preparation of the battlefield (IPB). [CTC Bulletin No. 93-4, p. 9]

**LL - MILITARY DECISION MAKING PROCESS/TASK RECEIVED**

**OBSERVATION:** Commanders and staffs must optimize available time by providing subordinates information to begin planning and preparing for the mission.

**DISCUSSION:** During the MDMP the commander and staff receive and develop information that is useful to subordinates. To aid subordinates in planning, the commander and staff provide information as frequently as possible, maximizing the subordinate's planning and preparation time. The commander and staff send warning orders at key times during the MDMP to provide subordinates planning information. Send the first warning order once the mission is received from the higher unit. Provide subordinates the type, time and location of operation. This allows subordinates to begin planning and managing available time, prepare necessary equipment, and begin conducting rehearsals and battle drills. Send the second warning order after the commander and staff have analyzed the mission. Provide as much new information as possible (restated mission and tasks); include any specific instructions that subordinates need to aid them in organizing their planning and preparation time. Send the third warning order after the commander has decided the course of action and has developed a concept of operation. With a course of action selected, tell subordinates the task organization and their specified tasks. By providing the task organization, units can begin cross-attaching and coordinating changes in support. Provide subordinates copies of draft operational graphics and a brief explanation of the concept of operation if time is available. This allows them to begin parallel planning, while the battalion or brigade operations order is developed. Parallel planning is a technique similar to multiple warning orders. Parallel planning allows subordinate commanders and staffs to plan and prepare while the higher staff produces their plan. This would prevent planning sequentially, with the subordinate commander receiving the higher commander's order before beginning to plan. By parallel planning, subordinate units have more available time because they receive information earlier than they would during sequential planning. During parallel planning, the higher commander provides subordinate commanders his concept of the operation and details of the plan as soon as they are developed. This is done best by the commander meeting and quickly briefing his subordinates. Help subordinate



commanders plan quickly by giving them a detailed warning order prior to the operations order briefing. Parallel planning conserves time for all echelons, but demands close coordination between commanders and staffs. Even after the commander has met with subordinate commanders, the brigade and battalion must maintain close contact during planning. If not, the brigade may change the concept, and the battalion will produce an erroneous order. [CALL Newsletter No. 93-3, pp. 1-2]

## LL - TIME MANAGEMENT

“You can ask me for anything you like, except time.” NAPOLEON

**OBSERVATION:** Commanders and staffs must analyze and plan the use of available time in detail and not waste planning and preparation time.

**DISCUSSION:** A significant problem commanders and staffs face during the MDMP is time management. Though time is very valuable, it is often wasted by poor management leaving little time for effective preparation. To have time to accomplish all the tasks during preparation, commanders and staffs must organize, plan and manage their available time. Identified as part of the commander's planning guidance, the analysis of time begins as the mission is received. Once the commander receives his mission, he begins a METT-T analysis including an analysis of time. Problems begin when the commander's, or commander's and staff's, analysis consists only of determining their planning time (one-third available time). This is only a partial analysis and does not enable the commander to determine how much time he has to conduct each step of the MDMP or prepare for mission execution. Using the “one-third or one-fifth” rules to manage time only serves to determine the impact on subordinate commanders' time, which is necessary, because only the commander can preserve subordinate commanders' time. A technique to efficiently analyze and manage time is to develop a planning and preparation timeline which becomes part of the time plan. The timeline identifies the time for planning and preparation tasks, beginning when the unit receives the mission and ending when the unit executes the mission. During planning, the commander and staff develop and refine the timeline by listing the tasks they will conduct or must track.

By developing the timeline, the commander has an appreciation of the amount of time available for him and his subordinate commanders. The timeline shows the commander and staff using 10 1/2 hours (from mission receipt to end of order plus brief back and rehearsal time) of the available 37 1/2 hours, providing the majority of available time to subordinates for planning and preparation. Beginning with receipt of the mission, the staff develops an initial timeline, identifying on a chart the times for known events using the reverse planning sequence. At this point, all that can be listed is mission receipt time, mission execution time, the one-third time point (planning time), and light data. The XO continues to develop the timeline by identifying the estimated time the staff will assemble to prepare their situation updates, analyze the mission, and brief the commander. To develop the timeline further, the commander and staff need to know how long it takes to



conduct each planning task. This information is obtained only by training on the MDMP. The commander determines the amount of time the staff will spend on course of action analysis, war-gaming and the time of the decision brief. These events are added to the timeline so the staff can plan their own time while developing their estimates. The commander and staff identify tasks to be accomplished during preparation, while they develop the plan. These tasks are added to the timeline with the responsible person or organization. The TOC then tracks the status of the task for the commander. By adding preparation tasks to the timeline, the commander and staff can synchronize the preparation effort. [CALL Newsletter 93-3, pp. 9-11]

#### LL - PREPARE PLAN/ORDER/FRAGO

**OBSERVATION:** Commanders and staffs must be organized and prepared to produce operations orders quickly.

**DISCUSSION:** Through preparation and organization, commanders and staffs can significantly decrease the time required to prepare operations orders. This begins during training and the development of standing operating procedures on how the staff produces an order. When the commander provides his planning guidance, he specifies the type of order he wants issued. He decides by considering the amount of time available and the capabilities of the staff. Based on the decision, the staff implements the SOP for that type of order.

**PREFORMATTED ORDERS:** If the commander decides producing a written order is necessary, the staff speeds its production by using a preformatted order. The preformatted order is based on the five-paragraph operations order, but designed for the way the battalion/brigade presents its order. For example, the unit may add matrices (execution, synchronization, fire support, logistical support, or medical support) to augment each paragraph and better explain portions of its plan. With the basic format prepared, the staff fills in the blanks to complete the order.

**ORGANIZING REPRODUCTION:** The organization of reproduction and the unit's reproduction process can further speed the MDMP. If a written or matrix order is produced, requiring the staff to complete separate portions, then centralize the collection of the staff's completed portions. Designate a member of the staff to collect, organize, review quality and present all completed portions of the order to the S3. The order is then given to the commander to review and approve. Once approved, the completed order is reproduced. Organizing production ensures that a complete order is reproduced as quickly as possible. The actual reproduction also needs to be centralized. The operations sergeant identifies someone to be responsible for reproduction and provides him with a work area. Select someone other than the person responsible for compiling the order because the reproduction NCO will often have to work simultaneously with the person compiling the order while sections of the order are being published. Often the reproduction noncommissioned officer (NCO) receives the order from the person collecting the order who may give it to him in

sections rather than wait for the order to be completed before reproduction. Whether he receives the order together or in sections, he reproduces and collates the entire order before it is disseminated. Centralizing order reproduction under the control of one person will initially require a great deal of work, but it ensures that sections of the order are not lost. When selecting a location for reproduction, consider the equipment necessary and the amount of distraction it will cause the staff. Place the reproduction area outside of the TOC so that the staff can continue to coordinate and the TOC can operate without distraction. Using a mimeograph machine or photo copier within the TOC will take up space and distract the staff from its preparations. Place the reproduction area in a tent or a built-up truck or trailer (in heavy units) so it can operate at night with interior light. This will also provide enough room for the person reproducing the order. Although moving the reproduction area away from the TOC requires extra equipment, it benefits the staff in its effort to prepare for the mission. [CALL Newsletter No. 93-3, pp. 24-25]

#### LL - APPROVE PLAN/ORDER/FRAGO

**OBSERVATION:** Commanders must approve the order after changes have been made by the staff.

**DISCUSSION:** A common problem for commanders and staffs is that the commander does not review and approve the operations order after it has been prepared. Additionally, commanders realize portions of the order do not meet their approval when they hear it during the orders brief. They then attempt to correct the order during the briefing, which confuses subordinate commanders and wastes time. This problem is easily solved by the commander providing clear detailed planning guidance and remaining close to the staff during planning. The commander that is involved with planning from the beginning will not be surprised by the order during the briefing. The solution for the commander who cannot remain close to the staff is to allocate time to approve the order. The commander must review the order with the S3 and have the staff available to clarify details prior to the order being produced (or if that is not possible, prior to the order briefing). By reviewing and then approving the order, the commander can be certain that his intent is clearly communicated.

**LESSONS:** Commander: provide clear and detailed planning guidance, and remain close to the staff during the MDMP. Commander: allocate time to review and approve the order before it is reproduced and briefed. [CALL Newsletter 93-3, pp. 27-28]

#### LL - ISSUE PLAN/ORDER/FRAGO

**OBSERVATION:** Commanders and staffs should not take excessive time briefing operations orders.

**DISCUSSION:** The order briefing is an event that, if not practiced and organized, takes an exorbitant amount of time. The commander and staff can make the briefing quick and clear

by reducing distractions, sequencing the briefers, and using graphic aids. The commander selects the location of the operations order brief and can reduce distractions by his decision. However, his practical options are to brief at a vantage point or at the tactical operations center (TOC). When possible, the commander presents the order at a vantage point. This helps subordinates understand the order by decreasing distractions and by viewing the terrain as the operation is explained to them. If a vantage point is selected, use the terrain to your advantage by first arranging maps and overlays so they don't obstruct the audience's view of the area of operation. Second, begin the order brief by orienting everyone to key terrain features. And third, identify a key piece of terrain when it is mentioned during the order briefing, both on the map and in the area of operation. If the commander decides to give the briefing in the TOC, prepare the briefing area to reduce distractions. Clear the TOC to provide room for the staff to brief and to fit all attending subordinates. In a heavy unit, ensure that all vehicle ramps are up and radio operators use head sets to reduce radio volume. Shut down vehicles and generators or sandbag generators to silence them as much as possible. All of these precautions will allow the commander and staff to give the order with limited noise. To speed and better explain the order, organize the staff in a sequence to follow the order format. The commander determines whether to issue the written order before or after the briefing because there are advantages and disadvantages to both methods. If provided before the order, a subordinate commander can give it to an assistant or LNO to return to the company or TOC. The staff can then begin its preparations. However, the written order can also become a distraction when subordinates attempt to read it during the briefing.

The commander controls the audience, limiting questions and stopping questions that will distract from the briefing. Although the commander gives his intent during the briefing, he reviews it to provide detailed guidance to each subordinate. The commander expresses his intent by repeating specific tasks and purposes for subordinates and emphasizing the results. The commander then ties each task together in sequence to explain how he expects to accomplish the mission. By addressing each subordinate, the commander ensures that each one understands how his mission relates to the commander's intent. Also, reviewing commander's intent at the end of the briefing will stimulate questions.

"Whenever possible, subordinate leaders should receive their orders face to face from their commanders on the ground chosen for the operation." (FM 100-5) [CALL Newsletter No. 93-3, pp. 29-30]

**5. The forward support battalion commander directs and leads subordinate forces.**

LL - Use troop-leading procedures effectively. Planning and rehearsals are often much more important than trying to create a perfect plan at the higher headquarters. [CALL Bulletin No. 90-9: Operation Just Cause Lessons Learned]

LL - MILITARY DECISION MAKING PROCESS

Commanders and staffs can assist their subordinates to understand the plan by conducting additional briefings and rehearsals. Back briefs, confirmation briefs, and rehearsals conducted by the commander and staff assist subordinates in understanding the order.

**CONFIRMATION BRIEF:** The commander conducts a confirmation brief with subordinates shortly after the operations order briefing. During the confirmation brief, subordinates tell the commander what their mission is. The commander provides subordinates time to analyze their mission while they are still at the order brief. Then subordinates brief him on their mission, tasks and their understanding of his intent. If there are misunderstandings, the commander corrects them before the subordinate commander begins planning.

**BACKBRIEF:** After subordinate commanders have had time to develop their plans, they meet with the commander collectively to review their plans. The subordinate commanders brief the commander on the details of how they will accomplish their mission. It is beneficial for the commander to meet with all his subordinate commanders together, rather than one at a time. A commander will identify a problem that will require coordination with other commanders. If everyone is at the same location, the problem can be solved quickly while at the backbrief.

**REHEARSALS:** The final event to emphasize and conduct to ensure subordinates understand the plan is the rehearsal. The commander identifies the type of rehearsal during his planning guidance. There are seven types of rehearsals a commander can choose from: full, key leader, terrain model, sketch map, map, radio and backbrief. His decision will depend on the amount of time and resources available. [CALL Newsletter 93-3, pp. 31-32]

LL - TOPIC: Crew-drill with crew-served CSS weapons, e.g., ring-mounted 50 cal and MK-19.

**DISCUSSION:** The ability of CSS units to protect themselves from within bases, as a part of base cluster, will be largely dependent upon proper employment of the available crew-served weapons. This prediction is based on the wide dispersion of units that will be mandated by the open terrain. [Call Newsletter No. 90-8]

LL - TOPIC: Handling of EPWs by CSS Units

**DISCUSSION:** Operation JUST CAUSE highlighted the realities of the handling of EPWs. The mission was delegated to a great extent to CSS units. CSS units must be prepared and equipped to conduct such operations. [Call Newsletter No. 90-8]

LL - SURVIVABILITY

Several survivability areas have established trends. The use of camouflage and cover and concealment has shown improvements. Units are making better use of available terrain to hide vehicles, tents and equipment. Camouflage net techniques have shown improvements as well. CSS units are becoming better at blending in with the surrounding terrain and using the camouflage net support systems to break up the outline of vehicles and equipment. Construction of fighting positions and bunkers is still a weak area. The average soldier in a CSS unit does not know how to construct a safe and sturdy fighting position. Survivability positions seldom progress beyond the hasty fighting position stage. Even after 4 - 5 days in a BSA location, the positions are nothing more than shallow graves with a small parapet of dirt or rocks piled in front.

The individual soldier still does not have a good understanding of how to react to hostile artillery and air attack. Too often the reaction is to leave the tents, seek high ground and stand up to watch the show. It is arguable that in a real situation, soldiers will disperse and seek cover. This may be true, but when positions with overhead cover have not been built to standard, there is no cover to seek. If soldiers are not aware that they should disperse and at least fall to a prone position, they will become casualties to the first few rounds. Unfortunately, many times logistical soldiers are at a loss on what to do when under attack. We don't build fighting positions, execute dispersal plans, or fight back well. We are normally too busy executing our logistical mission to think about the possibility of fighting. This has to change. It all comes down to training and discipline.

There is no substitute for gut-wrenching, mind-numbing training that literally programs soldiers to take key actions automatically. We do not conduct this type of training well.

**TECHNIQUE(S):** Battle drills are an excellent technique to make reaction to air threat or ground attack second nature. A battle drill is a series of steps taken without direction, anytime a combat related event occurs. A battle drill for actions on enemy air attack might consist of:

- \* Sounding an alarm.
- \* Seeking cover.
- \* Occupying fighting positions and bunkers.
- \* Returning fire.

These actions occur whether or not a leader is present.

Survivability is a commander's responsibility, but NCOs execute. Review FM 5-103, survivability standards, for tips on constructing a proper fighting position. Practice this life saving skill at every opportunity.

Train intensively on:

- \* Cover and concealment.
- \* Construction of fighting positions.
- \* Reaction to enemy attack.
- \* Proficiency/qualification with crew-served weapons.
- \* Fields of fire.
- \* Perimeter defense.
- \* Entry control points.

Operations in an NBC environment are consistently weak. The BSA is routinely targeted and fired upon with persistent chemical agents at CTCs. Unit reactions to this threat have been mixed. Some react and cope with the situation better than others, but none do very well. Sometimes only a small area of the BSA is targeted for the persistent nerve agent. Initially the BSA goes to MOPP level IV when attacked. From there operations begin to deteriorate. Units are not able to quickly determine the limits of the contamination and then cordon off the area to establish control of entrances and exits. Contaminated areas are established by observer/controllers (OCs). OCs spray vehicles, equipment and soldiers with antifreeze which provides a positive reading on M8 and M9 chemical detection paper. Soldiers in targeted areas are provided an M-256 chemical agent detection training kit which shows a positive reading. All other areas of the BSA are furnished M-256 training kits that provide an all-clear reading. Vehicles and personnel spread the agent because contaminated areas are not quickly identified and controlled.

Confusion also results when all but one unit will report an all clear of chemical agents. Command and control of the situation by the BSA TOC needs to improve. Units have to be coached to request decontamination support from the brigade, and very often are coached as to what decontamination can take place. Plans for how NBC casualties will be handled and treated in the BSA are rarely available. Collection points are not designated for personnel decontamination. As a result, casualties are transported from the contaminated area to the medical company in contaminated vehicles. This further spreads the contamination and the medical company is overwhelmed with NBC casualties.

CSS units for the most part do not conduct NBC training at home station. When they do, it consists of going about their regular jobs in MOPP level IV for a predetermined period of time. SOPs are not developed that cover how the unit will react to a persistent chemical agent attack. It is well known that threat doctrine calls for possible use of persistent and

nonpersistent agents throughout the division main battle area, yet our training to conduct sustained operations in this environment is woefully inadequate.

#### TECHNIQUE(S):

- \* Use TEWTs during home-station training to hone staff skills. Practice NBC reporting. Concentrate on controlling operations in a NBC environment.
- \* Practice collective NBC tasks during field training exercises (FTXs). Develop battle drills for small unit actions taken upon an NBC attack. Develop SOPs that prescribe operations in a NBC environment.
- \* Use antifreeze to train soldiers on detection of chemical agents. Plan how NBC casualties will be handled and treated in the medical company. Include these procedures in tactical standing operating procedures (TACSOPs).
- \* Require BDE S4 and FSB TOC to monitor availability of water for decontamination. [CALL Newsletter, No. 91-5, Dec 91, Battlefield Logistics, pp. 1-3]

#### LL - BSA SECURITY

The planning and execution of the BSA defense and general security have shown positive trends. Support battalion S3s generally have a good concept of how to plan a BSA defense. Integration of pre-planned artillery fires, wire barriers, tank ditches, and minefields are normally drawn together into a comprehensive plan that can help the BSA defeat a Level II threat (a threat beyond base/base cluster defense capability).

Artillery fires are normally planned by the S3, often in conjunction with artillery battalion service battery commander if he is located in the BSA. These fires are then forwarded to the brigade fire support officer for approval and consolidation into the brigade fire support plan. The brigade FSO then relays the mission to a battery in position to support the BSA. Another means is to relay the fire request through the service battery commander who contacts the firing battery directly. Of the two methods, the latter seems to get quicker results.

Obstacles and minefields are planned by the FSB S3, in conjunction with the brigade engineer. Execution of these obstacle plans is good overall; however, the BSA does not enjoy a very high priority within the brigade for engineer assets. Availability of Class IV material is normally not a problem, so concertina obstacles and minefields can be installed by BSA units. Any other barriers which require engineers, such as tank ditches, are often planned but seldom executed as these assets are committed to the task forces and are not available for the BSA.



Stingers and chaparrals normally comprise the air defense capability for the BSA and the brigade rear area. The FSB S3 normally coordinates ADA defensive fires for the BSA with the stinger section leader or the chaparral platoon leader. Locations of the AD systems and the air corridors covered are posted on the S3 sector sketch. Monitoring of the division early warning net or the chaparral platoon's net is normally not accomplished. The support battalion and air defenders lack the communications capability. For the most part, LP/OPs are established and maintained with communications to either the BSA TOC or to unit CPs. The reaction force plan for the BSA is normally very good, and the units understand the importance of rehearsals for employing these forces. Guards at the entrances to the BSA are normally two man positions and challenge entrance to the BSA.

#### TECHNIQUE(S):

- \* Train an FSB staff officer to be an expert on emplacement of obstacle material. He can train others.
- \* The BSA has very few armor-defeating weapons systems organic to it. Normally a few VIPERS and one or two DRAGONS comprise the anti-armor capability of the BSA. One concept still not completely understood is the use of non mission capable tanks and TOWs that are in the task force field trains for repairs. The FSB S3 is encouraged to dig in these anti-armor systems around the perimeter and accomplish maintenance in position.
- \* Train soldiers on how to call for fire. [CALL Newsletter No. 91-5, pp. 3-4]

#### LL - AUTOMATION

Automation remains a problem area on the battlefield. During Operation Desert Shield and Desert Storm, time and distance factors and aging technology combined to severely stress the Army logistics system. The biggest challenges were filling the overwhelming volume of requisitions submitted by units in Southwest Asia. Lack of asset visibility cause many requisitions to be passed to continental United States (CONUS) when the needed items were already positioned in Saudi Arabia. The vast distances between units hampered communications by computer. Soldiers had to travel hundreds of miles to transport floppy disks from one echelon to the next. Operation Desert Storm quickly demonstrated the limitations of our current logistical automation systems. The tactical combat service support computer system (TACCS) is the Army's premier hardware for tactical logistics automation at brigade level and below. The TACCS is configured to run software to support the Army's key sustaining functions: manning, arming, fueling, fixing, and transporting. The standard installation/division personnel system (SIDPERS), standard army maintenance system (SAMS), standard army ammunition system (SAAS), and the standard army retail supply system (SARSS) are the software engines designed to provide increased logistical capability on the battlefield.



Many units do not routinely train with their logistical automation systems when they deploy to the field. Some units deploying to the National Training Center (NTC) and Joint Readiness Training Center (JRTC) bring their TACCSs, but never take them out of their containers and use them. Units are afraid that these mission critical systems will encounter technical difficulties or have maintenance problems; consequently, they revert to the manual system or use "notional" CSS exercise play. If units had routinely trained with their logistical automation systems prior to Operations Desert Shield and Desert Storm, the disastrous shortcomings that occurred would have been identified and possibly remedied.

One recurring observation from Operations Desert Shield and Desert Storm was the lack of existing doctrine on how to set up, operate and maintain tactical automation systems. Standing operating procedures (SOPs) are an organization's day-to-day "doctrine". Develop a tactical automation SOP based on field experience, and update it after each field training event.

Send any proposed fixes to validated automation problems to Commander, Combined Arms Command, ATTN: ATZL-CTL, Fort Leavenworth, KS 66027. Validated fixes will be published in one of our newsletters for Army wide dissemination. [CALL Newsletter No. 91-5, p. 6]

#### LL - CLASS I

Supply companies show serious deficiencies in the area of tactical survival skills. Units experience difficulty in maximizing dispersion techniques. One area of concern is the Class I ration breakdown point (RBP). Units persist in breaking down rations inside the BSA at uncamouflaged RBPs. Class I operations increase BSA signature.

**TECHNIQUE(S):** Move Class I operations outside the BSA to increase the survivability of the BSA. Change the location of the RBP daily to increase Class I RBP security. [CALL Newsletter No. 91-5, p. 7]

#### LL - CLASS II

Many Operation Desert Storm units experienced difficulty with resupply of organizational clothing and individual equipment (OCIE). We do not practice this mission very well. FM 101-10-1 states that a planning factor of 3.67 pounds per person per day can be used for estimating Class II requirements. However, this does not readily translate into the number of extra uniforms, boots and load-bearing equipment to deploy.

**TECHNIQUE(S):** Establish a basic load of OCIE based on past experience. Deploy the basic load to each field training event. The OCIE should be included in load plans. Validate the basic load after each field training event for sufficiency. [CALL Newsletter No. 91-5, p. 7]

**LL - CLASS III (BULK)**

Class III (Bulk) operations should be conducted outside the BSA when possible. This significantly reduces BSA signature. Placing the Class III point halfway between the BSA and the supported unit decreases travel time for the maneuver unit and enhances Class III supply support.

Refuel-on-the-move operations continue to be successful at the CTCs. These operations are also used during return of forces to Germany (REFORGER) exercises, and have received positive comments.

Fuel requirements are the highest during offensive operations. Consider using collapsible storage bags, available from the DISCOM, for additional storage. This technique is especially useful during offensive operations when surge fuel requirements are great. [CALL Newsletter No. 91-5, p. 8]

**LL - CLASS III (PACKAGED)**

A recurring problem that arises within the supply company is the lack of a forward authorized stockage list (ASL) of Class III (packaged). Supply units consistently leave the entire stockage of Class III (packaged) in the DSA and depend on daily resupply to fill requests from maneuver units. Most supply companies eventually locate a portion of their Class III (packaged) stockage forward in the BSA, after they experience the delays caused by not positioning it there. FM 63-20 implies that the supply company should have some stockage forward, but it is very vague and allows the support battalions the option of not placing it there. Two reasons for not placing Class III (packaged) forward are lack of transportation assets, and loss of mobility.

**TECHNIQUE(S):** A small efficient ASL of Class III (packaged) can sustain maneuver units for a 24-hour period, allowing resupply of the ASL from the DSA. This ASL can be uploaded on a single trailer, thus allowing continued mobility. [CALL Newsletter No. 91-5, p. 8]

**LL - FIX FAR FORWARD**

The fix far forward concept is not working as well as it should at the CTCs. Maintenance companies are reluctant to push assets forward, preferring to fix rearward instead. This can reduce the maneuver commander's combat power at LD. The maintenance company should fix as far forward as possible. This involves understanding on the part of the maneuver commander as well. Many maneuver commanders are reluctant to allow CSS assets forward, thinking that they are "in the way". These maintenance assets will do much more good than harm and can extend the maneuver commanders combat power by increasing their maintenance support's capability to perform BDAR on the battlefield,

resulting in faster repair turnaround times. Maintenance warrants must also lead this effort. It is rare on a CTC rotation that a maintenance warrant leaves the BSA and comes forward.

**TECHNIQUE(S):**

- \* Practice maintenance support procedures during training with supported maneuver elements.
- \* Conduct professional development seminars jointly with supported maneuver elements.
- \* Routinely deploy the maintenance warrant forward during tactical operations to lead maintenance operations. [CALL Newsletter No. 91-5, p. 9]

**LL - RECOVERY OPERATIONS**

Recovery operations are and were important battlefield tasks at the CTCs and during Operation Desert Storm. M88 recovery vehicles were in short supply during Operations Desert Shield and Desert Storm. Units used M1 Abrams Tanks when M88 recovery vehicles were unavailable. However, a vehicle towed by an M1 tank is damaged by the M1's 750 degree exhaust.

**TECHNIQUE(S):** Ordnance troops improvised by designing a heat shield constructed of sheet metal. This technique worked well and solved the problem.

"If you don't train how to maintain, you can't maintain!" FM 25-101. [CALL Newsletter No. 91-5, p. 10]

**LL - MAINTENANCE SUPPORT TEAMS (MSTs)**

MSTs are a key aspect of the commander's fix forward system.

This concept positions maintenance personnel far forward where they have the greatest opportunity to fix equipment in place on the battlefield, and rapid-return it to the battle. Those units which used MSTs during Operation Desert Storm were more successful than those that did not. Units use MSTs at the CTCs with varying degrees of success. As mentioned earlier, maintenance warrant officers don't often operate far forward. They prefer to remain in rear locations, managing and leading from a central position. While this idea has merit, its benefits are far outweighed by those of the fix far forward concept. [CALL Newsletter No. 91-5, p. 10]

**LL - MAINTENANCE REPAIR GUIDELINES**

Units focus their maintenance efforts based upon the repair time guidelines stated in FM 63-20. These times are general rules that have been developed for a defensive scenario. As a result, maneuver units push maintenance support rearward to the field trains, tie up valuable recovery and evacuation assets, and generally lengthen the repair time. This dramatically impacts upon the decision to evacuate, the composition of forward stockages of repair parts, and the location of MSTs. There is most likely an answer to these questions, but whatever it is, it isn't understood very well.

**TECHNIQUE(S):** Push MSTs forward and adjust the repair times according to the factors of METT-T. [CALL Newsletter No. 91-5, p. 10]

#### LL - BSA MEDICAL SUPPORT

The second mission of the medical company is health care services for the BSA. Routine sick calls are handled well, but mission support needed during the aftermath of opposing forces (OPFOR) activity is slow to develop, again because of the lack of planning and training. FSB companies tend to orient forward but not normally to their own backyard. Thus CSS soldiers needlessly die of wounds, and CSS suffers. Commanders are responsible for all facets of CSS, not just those of a more traditional nature.

**TECHNIQUE(S):** Detailed planning and coordination are the keys to success. The FSB staff must be involved in mass casualty situations. One FSB assigned 10-man teams from each company to help out during mass casualty. This minimized degradation of CSS and saved lives. [CALL Newsletter No. 91-5, p. 12]

#### LL - MILITARY POLICE

One concept of BSA security is not well understood. This is the use of the MP platoon and the understanding of what it can do for the BSA. Current doctrine has a direct support MP platoon located in the BSA to perform battlefield circulation control, MSR security, and area security around the BSA. By locating in the BSA, the MP platoon leader has close liaison with the brigade staff and assigns missions that are based upon the priorities set by the brigade commander. The trend is that the brigade commander delegates control of the MPs to the FSB commander and his staff. The FSB staff and the MP platoon leader are not familiar with each other's functions and capabilities.

**TECHNIQUE(S):** Units that train together fight well together. Incorporate MPs into FSB home-station training. Use command post exercises (CPXs) and TEWTs to hone staff level interoperating skills. Use FTXs to practice realistic rear area operations. Conduct IPB in brigade rear to develop MP patrol and OPLANs.

Route signing greatly enhances movement of vehicles along MSRs during convoy operations. Route sign kits prevent confusion at critical points and identify hazardous areas.

In the absence of standard route sign kits, temporary signs can be made. Route signs significantly reduce the need for MP employment at static posts, thus conserving manpower for security operations. Signs get damaged, removed, and turned. Routinely check route signs for tampering.

**TECHNIQUE(S):** The desert is an easy place to get lost, and often land navigation techniques are of no use. An Operation Desert Storm unit used filled sandbags as markers along its MSR. This provided an easily recognizable route among the many sand dunes. Order sign-marking kit, portable (NSN 3610-01-219-6780), to solve route-signing problems. The kit is projected to be available in November 1991. [CALL Newsletter No. 91-5, p. 13]

**LL - COMBAT SERVICE SUPPORT (CSS) OBSERVATIONS.**

- a. The CSS units continue to demonstrate strengths in the areas of the technical MOS skills of their soldiers, a significant improvement in the performance of drop zone support team leader (DZSTL) operations for aerial resupply operations, and in applying the FSB concept within light infantry divisions.
- b. Units need to improve in the areas of staff operations, casualty evacuation and air item recovery for container delivery system (CDS) operations. The commander must integrate the brigade S1, S4 and FSB support operations personnel into the brigade staff's planning process. Logistics estimates are incomplete and result in a CSS plan not synchronized with the tactical plan. Casualty evacuation as a system requires improvement. Units must develop and train on SOPs for evacuation starting at the squad level up through the division level. The establishment of casualty collection points (CCPs) should be planned and rehearsed for every operation based on METT-T. Units need to resolve, between the aviation and medical communities, who controls aero-medical evacuation assets in brigade and division areas. Units need to recover air items from CDS operations. Habitually, CDS parachutes are left on the DZ for three to four days, or in trees until after the exercise. CSS units need to obtain the necessary equipment required to support parachute recovery. Units are wasting training dollars paying for damaged parachutes. [CTC Bulletin No. 93-4, p. 13]

**LL - COMBAT SERVICE SUPPORT**

**TOPIC: FIX FORWARD**

**DISCUSSION:** Units usually do not repair critical combat systems in the unit maintenance collection points (UMCPs). Units should fix vehicles in the UMCPs if they can do so within six hours. They should avoid taking nonmission capable (NMC) systems from one location to another or evacuating them to the brigade support area (BSA). The units should check and see what resources are on hand to repair the item. They should ensure that a

maintenance technician or senior mechanic of the UMCP reports correctly NMC equipment as it occurs. The battalion maintenance officer (BMO) is usually checking on the TF's maintenance status; he is frequently traveling back and forth. Each UMCP needs a ramrod available at all times. Also, maintenance support teams (MSTs) frequently have no communications with the shop office, and support operations rarely hear from the BMO. Therefore, command emphasis is not placed on quick turnaround.

**LESSON(S):** The TF's BMO must be in charge of the UMCP. Command emphasis must make the fix-forward concept work at the UMCP if operations of over seven days are to work. [CTC Bulletin No. 93-4, p. 13]

**LL - TOPIC: AMMUNITION TRANSFER POINT OPERATIONS (ATPs)**

**DISCUSSION:** Units often use the Combat Maneuver Training Center (CMTC) ATP in the BSA as a holding point rather than a doctrinal ATP. Too often, logistics structures at CMTC are "ad hoc" in nature, designed to survive the box and not to train the way we fight. Forward support battalions (FSBs) often have trucks that are attached for the duration of the exercise from corps support command, division support command or main support battalion. Doctrinally, ammunition trailers are to be brought to the ATP and dropped. The tractors should be returned to their origin. Full trailers should replace empty trailers on request through support operations and the division ammunition officer.

**LESSON(S):** The FSB should perform doctrinally instead of by CMTC-unique logistics arrangements. [CTC Bulletin No. 93-4, p. 32]

**LL - CASUALTY EVACUATION**

Casualty evacuation has received greater emphasis and the support levels involved continue to be better prepared.

There are two major medical events that occur here that require battalion-level attention. The first is mass casualty treatment and evacuation, and the second is the medical support of the BSA.

The mass casualty evacuation process is fundamentally a logistical problem, not a medical one. The requirements necessary to successfully execute this mission exceed medical company resources. Communications, transportation, labor and security are just out of the reach of the medical company. While most support battalions realize this upon their departure from a CTC, none are prepared for it upon their arrival. FM 63-20 talks to the medical company being commanded by a physician and the executive officer being dual-hatted as a battalion staff officer and company XO. This isn't the case during peacetime.

The medical planning functions fall to the battalion staff. This is where the breakdown starts. [CALL Newsletter No. 91-5, p. 11]

## **GATE TASKS**

This component identifies critical individual or collective tasks upon which each battlefield function (BF) task identified in the task list is dependent. In order to ensure efficient and safe training of the major task, the participants should have achieved a level of proficiency or understanding in these gate tasks.

### **TASK**

1. **Forward support battalion command posts manage and maintain command, control, and communications.**

### **INDIVIDUAL/COLLECTIVE PROFICIENCIES**

#### **FSB Cdr**

[Soldier's training publication (STP) 21-II-MQS (military qualification standards), Common Tasks]

- Implement operations security.  
[03-9001.10-0004]

#### **FSB XO**

[STP 21-II-MQS, Common Tasks]

- Implement operations security.  
[03-9001.10-0004]

#### **FSB S2/3**

[STP 21-II-MQS, Common Tasks]

- Implement operations security.  
[03-9001.10-0004]

#### **S2/3 Section**

[STP 21-24-SMCT (soldier's manual of common tasks), Common Tasks]

- Conduct operations security procedures.  
[113-573-0002]

[STP 34-96B14-SM (soldier's manual)-TG (trainer's guide), Intelligence Analyst]

- Review current intelligence holdings to identify gaps. [301-336-2004]

#### **Support Operations Officer**

[STP 21-II-MQS, Common Tasks]

- Implement operations security.  
[03-9001.10-0004]

#### **Support Operations Section**

[STP 21-24-SMCT, Common Tasks]

- Conduct operations security procedures. [113-573-0002]

**S1**

[STP 21-II-MQS, Common Tasks]

- Implement operations security. [03-9001.10-0004]

**S1 Section**

[STP 21-24-SMCT, Common Tasks]

- Conduct operations security procedures. [113-573-0002]

**S4**

[STP 21-II-MQS, Common Tasks]

- Implement operations security. [03-9001.10-0004]

**S4 Section**

[STP 21-24-SMCT, Common Tasks]

- Conduct operations security procedures. [113-573-0002]

2. **The forward support battalion command posts acquire and communicate information and maintain status.**

**FSB Cdr**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Describe the brigade fight. [S1-9011.07-0001]

[STP 10-92ABDII-MQS, Quartermaster]

- Oversee the planning, establishment and management of a multifunctional tactical command post. [01-9253.00-0002]

**FSB XO**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Describe the brigade fight. [S1-9011.07-0001]
- Brief to inform, persuade, or direct. [01-9007.01-0250]



**FSB S2/3**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Describe the brigade fight. [S1-9011.07-0001]
- Brief to inform, persuade, or direct. [01-9007.01-0250]

**FSB S2/3 Section**

[STP 21-24-SMCT, Common Tasks]

- Conduct operations security procedures. [113-573-0002]

[STP 34-96B14-SM-TG]

- Review current intelligence holdings to identify gaps. [301-336-2004]
- Develop doctrinal templates. [301-336-2200]
- Develop situation templates for each avenue of approach. [301-336-2250]
- Develop event templates based on situation templates. [301-336-2251]
- Prioritize threat probable courses of action. [301-336-3250]
- Develop decision support template. [301-336-2100]
- Prepare intelligence reports and summaries. [301-336-3105]
- Supervise preparation of written analysis of the battlefield area. [301-336-3100]
- Supervise receipt/transfer/storage of classified material. [301-336-3201]
- Disseminate intelligence reports and summaries. [301-336-3106]
- Present intelligence briefings. [301-336-3101]

**Support Operations Officer**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander

- or staff officer. [03-9001.12-0003]
- Describe the brigade fight.  
[S1-9011.07-0001]
- Brief to inform, persuade, or direct.  
[01-9007.01-0250]

[STP 10-92ABDII-MQS, Quartermaster]

- Determine Class V (conventional) requirements. [O1-4000.11-1111]
- Determine and verify water requirements for a unit.  
[O1-5103.00-0030]
- Determine and verify water requirements for a unit.  
[O1-5103.00-0030]
- Analyze division medical supply system.  
[S1-8310.00-6006]
- Evaluate Class IX. [01-4716.26-0002]
- Assess unit capabilities to support proposed operations.  
[S3-5101.00-0229]

**S1**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Describe the brigade fight.  
[S1-9011.07-0001]
- Brief to inform, persuade or direct.  
[01-9007.01-0250]
- Perform wartime strength accounting.  
[03-0170.01-1005]

**S4**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]  
Describe the brigade fight.  
[S1-9011.07-0001]
- Brief to inform, persuade or direct.  
[01-9007.01-0250]

[STP 10-92ABDII-MQS, Quartermaster]

- Determine Class V (conventional)

- requirements. [O1-4000.11-1111]
- Determine and verify water requirements for a unit. [O1-5103.00-0030]
- Determine and verify water requirements for a unit. [O1-5103.00-0030]
- Evaluate Class IX. [01-4716.26-0002]

**Chaplain**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Brief to inform, persuade, or direct. [01-9007.01-0250]

3. **The forward support battalion commander visualizes the battlefield.**

**FSB Cdr**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Solve problems using the military problem-solving process. [03-9001.13-0001]

**FSB XO**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Solve problems using the military problem-solving process. [03-9001.13-0001]

**FSB S2/3**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Solve problems using the military problem-solving process. [03-9001.13-0001]

**S2/3 Section**

[STP 21-24-SMCT, Common Tasks]

- Conduct operations security procedures. [(113-573-0002)]

[STP 34-35II-MQS, Intelligence]

- Participate in the development of intelligence requirements. [01-3381.01-5001]
- Direct the intelligence portion of the IPB process. [01-3381.01-5002]
- Prepare the intelligence estimate. [01-3381.41-4004]

[STP 34-96B14-SM-TG, Intelligence Analyst]

- Review current intelligence holdings to identify gaps. [301-336-2004]
- Supervise preparation of intelligence estimate. [301-336-3104]
- Supervise receipt/transfer/storage of classified material. [301-336-3100]

**Support Operations Officer**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Solve problems using the military problem-solving process. [03-9001.13-0001]

**S1**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Solve problems using the military problem-solving process. [03-9001.13-0001]

**S4**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Solve problems using the military problem-solving process. [03-9001.13-0001]

4. **The forward support battalion commander directs changes to the operation or plan.**

**FSB Cdr**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Solve problems using the military problem-solving process. [03-9001.13-0001]

**FSB XO**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Solve problems using the military problem-solving process. [03-9001.13-0001]

**FSB S2/3**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Solve problems using the military problem-solving process. [03-9001.13-0001]

**S2/3 Section**

[STP 21-24-SMCT, Common Tasks]

- Conduct operations security procedures. [113-573-0002]

[STP 34-96B14-SM-TG, Intelligence Analyst]

- Review current intelligence holdings to identify gaps. [301-336-2004]

[STP 34-35II-MQS, Intelligence]

- Participate in the development of intelligence requirements. [(01-3381.01-5001]
- Direct the intelligence portion of the IPB process. [01-3381.01-5002]
- Conduct battlefield area evaluation. [013381.01-4012]

**Support Operations Officer**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Solve problems using the military problem-solving process. [03-9001.13-0001]

[STP 10-92ABDII-MQS, Quartermaster]

- Determine field locations for combat service support units. [01-9253.00-0003]
- Plan for airdrop of supplies. [03-5102.02-0001]
- Plan transport by helicopter. [01-7310.95-0415]
- Prepare command logistics plans, estimates, and orders. [03-5106.00-0166]
- Develop a concept of support for a brigade level combat operation. [01-9253.00-0001]
- Plan logistics support for maintenance operations. [01-4720.26-0001]
- Plan evacuation of equipment. [01-4999-26-0001]

**Support Operations Section**

[STP 10-76Z5-SM-TG, Senior Supply Sergeant (Sgt)]

- Provide logistics input for the administrative or logistics order. [101-522-5403]

**S4**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Solve problems using the military problem-solving process. [03-9001.13-0001]

[STP 10-92ABDII-MQS, Quartermaster]

- Prepare command logistics plans,

estimates, and orders.

[O3-5106.00-0166]

- Plan evacuation of equipment.  
[01-4999-26-0001]

**5. The forward support battalion commander directs and leads subordinate forces.**

**FSB Cdr**

[STP 21-II-MQS, Common Tasks]

- Establish a positive command climate.  
[03-9001.11-0002]
- Apply the ethical decision making process as a commander or staff officer.  
[03-9001.10-0004]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Motivate soldiers to accomplish unit missions. [03-9001.14-0002]

**FSB XO**

[STP 21-II-MQS, Common Tasks]

- Apply the ethical decision-making process as a commander or staff officer.  
[03-9001.10-0004]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Motivate soldiers to accomplish unit missions. [03-9001.14-0002]

**FSB S2/3**

[STP 21-II-MQS, Common Tasks]

- Apply the ethical decision-making process as a commander or staff officer.  
[03-9001.10-0004]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Motivate soldiers to accomplish unit missions. [03-9001.14-0002]

**Support Operations Officer**

[STP 21-II-MQS, Common Tasks]

- Apply the ethical decision-making process as a commander or staff officer.  
[03-9001.10-0004]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

- Motivate soldiers to accomplish unit missions. [03-9001.14-0002]

**S1**

**STP 21-II-MQS, Common Tasks]**

- Apply the ethical decision-making process as a commander or staff officer. [03-9001.10-0004]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Motivate soldiers to accomplish unit missions. [03-9001.14-0002]

**S4**

**STP 21-II-MQS, Common Tasks]**

- Apply the ethical decision-making process as a commander or staff officer. [03-9001.10-0004]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Motivate soldiers to accomplish unit missions. [03-9001.14-0002]



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**Battlefield Functions (BFs)**

BF 19 Direct and Lead Units During Preparation for the Battle as Accomplished by an Engineer Battalion Supporting a Heavy Brigade, Robert A. Clagg and Martin S. Anderson, in press

BF 20 Direct and Lead Units in Execution of Battle as Accomplished by an Engineer Battalion Supporting a Heavy Brigade, Martin S. Anderson and Robert A. Clagg, in press

## Appendix A

### INDEX of BRIGADE COMBAT TEAM BATTLEFIELD FUNCTIONS Grouped By Battlefield Operating System (BOS)

This component lists the thirty-nine (39) battlefield functions (BFs) for each battlefield operating system (BOS) which have been identified as relevant to U.S. Army tactical echelon units. These BFs were identified based on an analysis of Training and Doctrine Command (TRADOC) Pamphlet 11-9, "Blueprint of the Battlefield." The purpose of this component is to depict the BOS and the BF which define each BOS.

<b>INTELLIGENCE</b>	(1)	Conduct intelligence planning.
	(2)	Collect information.
	(3)	Process information.
	(4)	Disseminate intelligence.
<b>MANEUVER</b>	(5)	Conduct tactical movement.
	(6)	Engage enemy with direct fire and maneuver.
<b>AIR DEFENSE</b>	(16)	Take active air defense measures.
	(17)	Take passive air defense measures.
<b>FIRE SUPPORT</b>	(7)	Employ mortars.
	(8)	Employ field artillery.
	(9)	Employ close air support.
	(10)	Conduct electronic collection and electronic attack.
	(11)	Conduct battlefield psychological operations.
	(12)	<del>Employ chemical weapons.</del> <sup>1</sup>
	(13)	Conduct counter target acquisition operations.
	(14)	Employ naval surface fires.
	(15)	Coordinate, synchronize and integrate fire support.
<b>MOBILITY AND SURVIVABILITY</b>	(21)	Overcome obstacles.
	(22)	Enhance movement.
	(23)	Provide countermobility.
	(24)	Enhance physical protection.
	(25)	Provide operations security.
	(26)	Conduct deception operations.
	(27)	Provide NBC defense.

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<sup>1</sup> Although U.S. national policy has renounced the use of chemical weapons, this BF is retained because it is a function which might be performed by other nations.

**COMMAND AND  
CONTROL**

- (18) Plan for combat operations.
- (19) Direct and lead unit during preparation for the battle.
- (20) Direct and lead units in execution of battle.

**COMBAT SERVICE  
SUPPORT**

- (28) Provide transport services.
- (29) Conduct supply operations.
- (30) Provide personnel services.
- (31) Maintain weapons systems and equipment.
- (32) Provide health services.
- (33) Treat and evacuate battlefield casualties.
- (34) Conduct enemy prisoners of war (EPW) operations.
- (35) Conduct law and order operations.
- (36) Conduct civil affairs operations.
- (37) Provide sustainment engineering.
- (38) Evacuate non-combatants from area of operations.
- (39) Provide field services.

## Appendix B

### STRUCTURE OF BATTLEFIELD FUNCTIONS (BFs) RELEVANT TO BRIGADE OPERATIONS

This component provides a description of each BF and the battlefield operating system (BOS) with which it is aligned. Included with each BF definition is a listing of major doctrinal topics and aspects addressed by the BF. These definitions provide the necessary framework required to understand the focus of each BF. Under most circumstances, heavy brigades will be involved in the accomplishment of some or all aspects of the BF. The involvement can vary from extensive, wherein the BF is a major focus, to minor, wherein the brigade headquarters only furnishes information. In the latter instances, the involvement may not be sufficient to warrant incorporation into a brigade's training program, although the brigade's responsibilities for the function are likely addressed in its SOP for tactical operations (TACSOP). BF definitions were extrapolated from TRADOC Pam 350-7 "Blueprint of the Battlefield," as well as other doctrinal publications relevant to the applicable BF or BOS.

1. **Intelligence BOS** - The ways and means of acquiring, analyzing, and using knowledge of the enemy, weather, and terrain required by a commander in planning, preparing, and conducting combat operations. These BFs are continuous throughout the planning, preparation, and execution phases of the battle.
  - a. **BF (1) Conduct Intelligence Planning** - The developing and coordinating of information relative to the enemy, weather, and terrain prior to and during the development of the unit OPORD; the planning to collect information from battlefield sources and to acquire intelligence from other headquarters. Focus of this BF is the intelligence preparation of the battlefield (IPB). This BF addresses:
    - 1) Reconnaissance and surveillance plan (R&S Plan).
    - 2) Integrated threat templates (e.g., doctrinal, event, input to DST).
    - 3) Terrain and weather analysis.
  - b. **BF (2) Collect Information** - Obtaining information in any manner from the heavy brigade's elements and from sources outside the heavy brigade (e.g., higher headquarters and adjacent units). This BF includes the tasks associated with managing the processes and activities necessary to collect battlefield information which may eventually be used to provide intelligence relative to the enemy, terrain, and weather. This BF addresses:
    - 1) Information collected as a result of the R & S Plan.
    - 2) Continuous information collection and acquisition from all sources.

- c. **BF (3) Process Information** - Converting information into intelligence through collation, evaluation, analysis, integration, and interpretation in a continual process. This BF addresses:

- 1) Evaluation of threat information.
- 2) Evaluation of physical environment information.
- 3) Integration of intelligence information.
- 4) Development of enemy intentions.
- 5) Development of targeting information.
- 6) Preparation of intelligence reports.
- 7) Update of situational template.
- 8) Provision of battlefield area reports.

- d. **BF (4) Disseminate Intelligence** - Transmitting of information by any means (verbal, written, electronic, etc.), from one person or place to another to provide timely dissemination of critical intelligence to all appropriate members of the combined arms team. This BF addresses:

- 1) The sending of processed intelligence in a timely manner to those on the combined arms team who can, by its receipt, take appropriate actions to accomplish the mission. This includes intelligence on the enemy, terrain, and weather.
- 2) The sending of raw intelligence directly from those responsible for reconnaissance and surveillance to the commander should that raw intelligence be time sensitive (and not be subject to receipt and processing by intelligence analysts).
- 3) Dissemination of battlefield reports.

2. **Maneuver BOS** - The employment of direct fire weapons, platforms, and systems through movement and fire and maneuver to achieve a position of advantage in respect to enemy ground forces, in order to accomplish the mission. The direct fire weapons are tank guns, BFV 25mm, anti-tank guns and rockets, attack helicopter guns and rockets, small arms, crew-served weapons, and directed energy weapons systems.

- a. **BF (5) Conduct Tactical Movement** - Planning for and directing the positioning of direct fire weapons systems relative to the enemy to secure or retain positional advantage, making full use of terrain and formations. Tactical movement occurs when

contact with the enemy is likely or imminent but direct fire engagement has not yet occurred. Units supporting maneuver units are included. This BF addresses:

- 1) Subordinate element OPORD preparation and dissemination.
- 2) Preparation for movement.
- 3) Movement, both mounted and dismounted, and on and off road.
- 4) Closure of movement to tactical assembly area or tactical positions.
- 5) Navigation.
- 6) Air movement.

b. **BF (6) Engage Enemy with Direct Fire and Maneuver** - Planning for and directing elements in ground combat with the enemy using direct fire and/or close combat in order to destroy the enemy or cause him to withdraw. This BF relates only to those direct fire weapons systems associated with the maneuver BOS. This BF addresses:

- 1) Preparation of engagement areas.
- 2) Rehearsals of battle plans.
- 3) Prevention of fratricide.
- 4) Conduct of close combat.
- 5) Integration of direct fire with maneuver.
- 6) Control of terrain.
- 7) Consolidation and reorganization.

3. **Fire Support BOS** - The collective, coordinated, and synchronized use of target acquisition data, indirect fire weapons, armed aircraft (less attack helicopters) and other lethal and non-lethal means against ground targets in support of maneuver force operations and to achieve the commander's intent and scheme of maneuver. The fire support BOS addresses these weapons: mortars, field artillery, close air support, electronic measures, and naval surface fires.

a. **BF (7) Employ Mortars** - Planning for and employment of mortars by the maneuver unit to place fires on the enemy or terrain to support the commander's concept and intent.



- b. **BF (8) Employ Field Artillery** - Planning for and directing of indirect artillery fires to be placed on the enemy or terrain to support the commander's concept and intent. The fire support coordination tasks necessary to integrate the field artillery and the maneuver units are the primary focus. This BF does not address those field artillery tasks associated directly with those actions taken by the batteries of the artillery battalion in the conduct of their support mission such as FDC operations, gun operations, etc. This BF addresses:
  - 1) Fire support - maneuver unit rehearsals.
  - 2) FSE operations during the preparation and execution phases of the battle.
  - 3) Positioning and movement within the maneuver unit sector or zone.
  - 4) Indirect fire missions in support of maneuver commander's concept and intent.
- c. **BF (9) Employ Close Air Support** - Planning for, requesting, and employing armed aircraft (less attack helicopters) in coordination with other fire support (lethal and non-lethal) against ground targets in support of the brigade commander's concept and intent. This BF addresses:
  - 1) Air-ground attack requests.
  - 2) Air space coordination and management.
  - 3) Air liaison officer, forward air controller; other Army fire support coordination officers, United States Navy (USN)/United States Marine Corps (USMC) brigade team commander, supporting arms liaison team (SALT) and firepower control team (FCT) tasks that enable air-to-ground attacks.
- d. **BF (10) Conduct Electronic Collection and Jamming<sup>1</sup>** - Planning for and directing actions taken to deny the enemy effective command, control, and communications of his own tactical force in support of maneuver commander's concept and intent. This BF includes jamming, deception, and collection.
- e. **BF (11) Conduct Battlefield Psychological Operations** - Planning for and directing the conduct or support of psychological operations (when psychological operations units are available) as an integral part of combat operations to bring psychological pressure to bear on enemy forces and civilians under enemy control in the battle area, to assist in the achievement of tactical objectives in support of the brigade commander's concept and intent.

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<sup>1</sup> Title and structure change to "Conduct electronic collection and electronic attack" are presently under consideration.

- f. ~~BF (12) Employ Chemical Weapons~~<sup>2</sup> - Employing chemical agents or other means to degrade enemy capabilities in support of the brigade commander's concept and intent.
  - g. **BF (13) Conduct Counter Target Acquisition Operations** - Planning for and directing the suppression (e.g., using smoke or dazzling illumination) to degrade enemy direct observation, optics, radar, sensors, electronic DF equipment, and imaging systems in support of the commander's concept and intent.
  - h. **BF (14) Employ Naval Surface Fires** - Planning for and directing naval gunfire in support of the maneuver commander's concept and intent.
  - i. **BF (15) Coordinate, Synchronize, and Integrate Fire Support** - Coordinating all fire support means in support of the maneuver commanders' concepts and intents. The BF integrates BF 7-14.
4. **Air Defense BOS** - The means and measures organic or assigned to the maneuver commander which, when employed successfully, will nullify or reduce the effectiveness of attack by hostile aircraft or missiles after they are airborne.
- a. **BF (16) Take Active Air Defense Measures** - Planning for and directing the application of firepower to destroy enemy air targets. This BF encompasses the coordinating tasks which enable the commander to successfully employ any attached or assigned air defense weapons system, as well as the tasks necessary to employ all organic weapons systems against enemy air targets. This BF addresses:
    - 1) Employment of air defense artillery guns and missiles.
    - 2) Employment of maneuver unit weapons systems such as small arms, automatic weapons, Bradley Fighting Vehicle (BFV) 25 mm and TOW missiles, and tank main gun against enemy air.
    - 3) Airspace management.
    - 4) Early warning.
  - b. **BF (17) Take Passive Air Defense Measures** - Planning for and directing the protection of the unit from enemy air by means other than weapons. This BF addresses:
    - 1) Early warning.

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<sup>2</sup> Although U.S. national policy has renounced the use of chemical weapons, this BF is retained because it is a function which might be performed by other nations.

- 2) Dispersion.
  - 3) Deception.
5. **Command and Control BOS** - The ways and means a commander exercises authority and direction over organic and assigned combat power in the accomplishment of the mission.
- a. **BF (18) Plan for Combat Operations** - The integration of all members of the unit in the coordinated development of an operations order which will guide the activities of the unit in conducting combat operations to accomplish assigned missions. The product/outcome of this BF is a briefed, understood OPORD. This BF addresses:
    - 1) Receipt and analysis of higher HQ OPORD.
    - 2) Issuance of warning order.
    - 3) Restated mission statement.
    - 4) Commander's estimate process/troop leading procedures.
    - 5) Commander's guidance.
    - 6) Mission analysis (includes course of action development).
    - 7) Decision brief to commander.
    - 8) Development of a synchronized OPORD.
    - 9) Reproduction and distribution of OPORD to all participants.
    - 10) Briefing of OPORD; understanding of order by participants.
    - 11) FRAGO planning and issue.
  - b. **BF (19) Direct and Lead Unit during Preparation for the Battle** - The ways and means to prepare the unit so that it is ready to support the commander's concept and intent. This BF addresses:
    - 1) Commander's actions and decisions.
    - 2) Directing preparation for the battle.
    - 3) Issuing orders.

- 4) Communicating information.
- 5) Confirmation briefs and backbriefs.
- 6) Rehearsals.
- 7) Maintaining and updating information and force status.
- 8) Decisions to act or change ongoing actions.
- 9) Confirming IPB through the reconnaissance effort.
- 10) Determining actions to implement decisions.
- 11) Synchronizing preparation (e.g., management of time).
- 12) TOC operations (e.g., staff integration).
- 13) Second in command (2IC) responsibilities.
- 14) Continuous and sustained operations.
- 15) Communications (e.g., planning, installation and operation of system, management, site election).

c. **BF (20) Direct and Lead Units in Execution of Battle** - The ways and means to command and control the unit's execution of the battle plan to accomplish the commander's concept and intent. This BF addresses:

- 1) Commander's actions and decisions.
- 2) Directing the conduct of the battle.
- 3) Issuing orders.
- 4) Information distribution.
- 5) Synchronizing tactical operations (e.g., use of DST).
- 6) TOC operations (includes CP displacement, security, survivability, battle tracking).
- 7) Continuity of command (e.g., C2 redundancy).
- 8) Second in command (2IC) responsibilities.

- 9) Continuous and sustained operations.
  - 10) Consolidation and reorganization.
6. **Mobility and Survivability BOS** - The ways and means that permit freedom of movement, relative to the enemy, while retaining the force's ability to fulfill its primary mission, as well as the measures the force takes to remain viable and functional by protection from the effects of enemy weapons systems and natural occurrences.
- a. **BF (21) Overcome Obstacles** - Planning for and directing actions to remove or clear/reduce natural and man-made obstacles.
  - b. **BF (22) Enhance movement** - Planning for and coordinating elements providing mobility for the unit in its area of operations. This BF addresses:
    - 1) Construction and repair of combat roads and trails.\*
    - 2) Facilitating movement on routes. (This includes control of road traffic and control of refugees and stragglers.)\*
    - 3) Tracking status of routes.\*
    - 4) Host nation support.\*
  - c. **BF (23) Provide Countermobility** - Planning for and directing actions to delay, channel, or stop enemy offensive movement consistent with the commander's concept and intent by enhancing the effectiveness of friendly direct and indirect weapons systems.
  - d. **BF (24) Enhance Physical Protection** - Planning for and directing actions that provide protection of friendly forces on the battlefield by enhancing the physical protection of personnel, equipment and weapons systems, and supplies.
  - e. **BF (25) Provide Operations Security** - Planning for and directing action to deny information to the enemy about friendly capabilities and intentions by identifying, controlling, and protecting indicators associated with planning and conducting military operations. This BF addresses:
    - 1) Analysis to determine key assets and threats to them.
    - 2) Monitoring of implementation of OPSEC measures.

\* Normally accomplished by units supporting the division.

- 3) Physical security measures.
- 4) Signal security.
- 5) Electronic security.

f. **BF (26) Conduct Deception Operations** - Taking actions in accordance with the division's or corps' deception plan to mask the objectives of tactical operations in order to delay effective enemy reaction. This BF addresses:

- 1) Physical deception.
- 2) Electronic deception.

g. **BF (27) Provide NBC Defense** - The avoidance of contamination; the protection of people, objects or areas from chemical or biological agents by absorbing, destroying, neutralizing, or otherwise rendering harmless or removing such agents; and the removal of radioactive material. This BF addresses:

- 1) Decontamination of individual soldiers and equipment.
- 2) Decontamination of weapon systems and supplies.
- 3) Hasty and deliberate decontamination.
- 4) Avoidance of contaminated areas.
- 5) NBC reconnaissance.
- 6) NBC defensive measures.
- 7) NBC warning.

7. **Combat Service Support BOS** - The support, assistance, and service provided to sustain forces, primarily in the area of logistics, personnel services, and health services.

a. **BF (28) Provide Transport Services** - Planning for and directing provision or coordination for transportation which will assure sustainment support operations in support of the unit. This BF addresses:

- 1) Movement of cargo, equipment, and personnel by surface or air.
- 2) Loading, transloading, and unloading material and supplies.
- 3) Reporting status.

- b. **BF (29) Conduct Supply Operations** - Planning for and directing provision of the items necessary to equip, maintain, and operate the force during the preparation and execution phases of the battle. This BF addresses:
  - 1) Requesting, receiving, procuring, storing, protecting, relocating, and issuing supplies to the specific elements of the force.
  - 2) Providing munitions to weapons systems.
  - 3) Providing fuel and petroleum products to equipment and weapons systems.
  - 4) Reporting status.
- c. **BF (30) Provide Personnel Services** - Planning for and directing all personnel-related matters to sustain the force. This BF addresses:
  - 1) Personnel administrative services.
    - a) Replacement, casualty reporting.
    - b) Awards and decorations.
    - c) Postal operations.
    - d) Promotions, reductions.
  - 2) Financial services.
  - 3) Unit ministry team operations.
  - 4) Legal services.
  - 5) Public affairs services.
  - 6) Preservation of the force through safety.
  - 7) Management of stress.
  - 8) Reporting status.
- d. **BF (31) Maintain Weapons Systems and Equipment** - Planning for and directing preservation and repair of weapons systems and equipment. This BF includes the provision of repair parts and end items to all members of the unit before, during and

after the battle. Included also is doctrinal echeloning of maintenance (organization, DS, GS). This BF addresses:

- 1) Recovery.
  - 2) Diagnosis, substitution, exchange, repair and return of equipment and weapons systems to the combined arms force.
  - 3) Reporting status.
- e. **BF (32) Provide Health Services** -Planning for, directing and coordinating health services regardless of location, to promote, improve, conserve or restore the mental or physical well-being of individuals or groups. This BF addresses:
- 1) Preventive medicine.
  - 2) Field sanitation.
  - 3) Mental health.
- f. **BF (33) Treat and Evacuate Battlefield Casualties** - Planning for and directing the application of medical procedures on battlefield casualties beginning with "buddy aid" through treatment by trained medical personnel. The BF includes movement of casualties from the forward edge of the battlefield back to division-level medical facilities. This BF addresses:
- 1) Triage of battlefield casualties.
  - 2) Treatment and movement of casualties to rear (MEDEVAC).
  - 3) Evacuation.
  - 4) Handling and processing the remains of soldiers who have died of wounds.
  - 5) Reporting status.
- g. **BF (34) Conduct Enemy Prisoners of War (EPW) Operations** - Planning for and directing the collection, processing, evacuation, and safeguarding of enemy prisoners of war. This BF addresses:
- 1) Collecting and evacuating EPW.
  - 2) Searching, segregating, safeguarding, silencing, and rapid rearward movement of EPW.



- h. **BF (35) Conduct Law and Order Operations** - Enforcing laws and regulations and maintaining of unit and personnel discipline.
- i. **BF (36) Conduct Civil Affairs Operations** - Planning for, directing, and/or coordinating assigned tasks to conduct activities which encompass the relationship between the military forces and civil authorities and the citizens in a friendly or occupied country or area when U.S. military forces are present.
- j. **BF (37) Provide Sustainment Engineering** - Planning for and coordinating the actions of elements (when in the unit area), providing repair and construction of facilities and lines of communication. This BF addresses:
  - 1) Rear area restoration.\*
  - 2) Construction and maintenance of lines of communication (roads, railroads, ports, airfields).\*
  - 3) Construction support:
    - a) Marshaling, distribution and storage facilities.\*
    - b) Pipelines.\*
    - c) Fixed facilities.\*
    - d) Well drilling.\*
    - e) Dismantlement of fortifications.\*
- k. **BF (38) Evacuate Non-combatants from Area of Operations** - Planning for and directing the unit's participation in actions to use available military and host-nation resources for the evacuation of U.S. forces, dependents, U.S. government civilian employees, and private citizens (U.S. and other). This BF addresses:
  - 1) Medical support.
  - 2) Transportation.
  - 3) Security.
  - 4) Preparation of temporary shelters.

\* Normally accomplished by units supporting the division.

- 5) Operation of clothing exchange facilities.
  - 6) Operation of bathing facilities.
  - 7) Graves registration.
  - 8) Laundry.
  - 9) Feeding.
1. **BF (39) Provide Field Services** - Planning for and coordinating the provision of service logistics functions by CSS elements\*. This BF addresses:
- 1) Clothing exchange.
  - 2) Shower facilities.
  - 3) Graves registration.
  - 4) Laundry and clothes renovation.
  - 5) Bakeries.
  - 6) Feeding (rations supply, kitchens).
  - 7) Salvage.

\* Normally accomplished by units supporting the division.

## Appendix C

### BFs LISTED BY ECHELON

This component depicts the identification of BFs to the echelon/type unit based on previous research and analysis.

INTELLIGENCE BOS		Bn TF	Bde	FA Bn	Engr Bn	FS Bn	ADA Btry
(1)	Conduct Intelligence Planning	X	X	X	X	X	
(2)	Collect Information	X	X	X	X	X	X
(3)	Process Information	X	X	X	X	X	X
(4)	Disseminate Information	X	X	X	X	X	X

MANEUVER BOS		Bn TF	Bde	FA Bn	Engr Bn	FS Bn	ADA Btry
(5)	Conduct Tactical Movement	X	X	X	X	X	X
(6)	Engage the Enemy with Direct Fire and Maneuver	X	X <sup>1</sup>				

FIRE SUPPORT BOS		Bn TF	Bde	FA Bn	Engr Bn	FS Bn	ADA Btry
(7)	Employ Mortars	X	X				
(8)	Employ Field Artillery	X	X	X	X	X	X
(9)	Employ Close Air Support	X	X				

<sup>1</sup> BF 6, as defined, concerns how units will engage the enemy through maneuver and direct fires. The function is performed by the element directly controlling the direct fire systems. Initial analysis indicates that this is accomplished by maneuver battalions, such as a mechanized infantry or armor Bn TF, and attack helicopter battalions. The brigade commander and brigade staff's involvement in the engagement of the enemy is through direction of the subordinate battalions. Hence, the brigade's control is not direct to the systems involved. Therefore, the brigade involvement is described within the context of BF 18, 19, and 20. Further analysis is required.

<b>FIRE SUPPORT BOS (cont.)</b>	<b>Bn TF</b>	<b>Bde</b>	<b>FA Bn</b>	<b>Engr Bn</b>	<b>FS Bn</b>	<b>ADA Btry</b>
(10) Conduct Electronic Collection and Jamming <sup>2</sup>						
(11) Conduct Battlefield Psychological Operations						
<del>(12) Employ Chemical Weapons<sup>3</sup></del>						
(13) Conduct Counter Target Acquisition Operations			X			
(14) Employ Naval Surface Fires	X	X				
(15) Coordinate, Synchronize, and Integrate Fire Support	X	X	X	X	X	

<b>AIR DEFENSE BOS</b>	<b>Bn TF</b>	<b>Bde</b>	<b>FA Bn</b>	<b>Engr Bn</b>	<b>FS Bn</b>	<b>ADA Btry</b>
(16) Take Active Air Defense Measures	X	X				X
(17) Take Passive Air Defense Measures	X	X	X	X	X	X

<b>COMMAND AND CONTROL BOS</b>	<b>Bn TF</b>	<b>Bde</b>	<b>FA Bn</b>	<b>Engr Bn</b>	<b>FS Bn</b>	<b>ADA Btry<sup>4</sup></b>
(18) Plan for Combat Operations	X	X	X	X	X	
(19) Direct and Lead Units During Preparation for Battle	X	X	X	X	X	
(20) Direct and Lead Units in Execution of Battle	X	X	X	X	X	

<sup>2</sup> Title and focus change to "Conduct electronic collection and electronic attack" are presently under consideration.

<sup>3</sup> Although U.S. national policy has renounced the use of chemical weapons, this BF is retained because it is a function which could be performed by other nations.

<sup>4</sup> The battle phases of plan, prepare, and execute are inherent to the ADA battery's performance of BF 16, Take Active Air Defense Measures.

<b>MOBILITY AND SURVIVABILITY BOS</b>		Bn TF	Bde	FA Bn	Engr Bn	FS Bn	ADA Btry
(21)	Overcome Obstacles	X	X		X		
(22)	Enhance Movement				X		
(23)	Provide Countermobility	X	X		X		
(24)	Enhance Physical Protection	X	X	X	X	X	X
(25)	Provide Operations Security	X	X	X	X	X	X
(26)	Conduct Deception Operations						
(27)	Provide NBC Defense	X	X	X	X	X	X

<b>COMBAT SERVICE SUPPORT BOS</b>		Bn TF	Bde	FA Bn	Engr Bn	FS Bn	ADA Btry
(28)	Provide Transport Services	X	X	X	X	X	
(29)	Conduct Supply Operations	X	X	X	X	X	X
(30)	Provide Personnel Services	X	X	X	X	X	
(31)	Maintain Weapons Systems and Equipment	X	X	X	X	X	X
(32)	Provide Health Services		X			X	
(33)	Treat and Evacuate Battlefield Casualties	X	X	X	X	X	X
(34)	Conduct Enemy Prisoner of War Operations		X			X	
(35)	Conduct Law and Order Operations						
(36)	Conduct Civil Affairs Operations						
(37)	Provide Sustainment Engineering						
(38)	Evacuate Non-combatants from Area of Operations						
(39)	Provide Field Services					X	

## **Appendix D**

### **USER'S GUIDE**

This component is designed to facilitate use of the function analysis. The examples are based on the function analysis (FA) of BF 18--Plan for Combat Operations--as performed by the heavy brigade.

#### **Section 1 - Background on Functional Approach to Training and Battlefield Functions**

Given the task-based nature of Army training, the tools for identifying, structuring, and organizing tasks critical for combat effectiveness are essential to realizing goals of Army training for the 21st century. Providing such tools has been a persistent effort in structuring assessment and planning of collective training. Army Training and Evaluation Program Mission Training Plans (ARTEP-MTPs), which list tasks by mission, represent one approach to provide that structure. A complementary approach has emerged in the use of functional areas.

Several initiatives have considered tasks in relation to functional areas rather than missions. One such approach was adopted at the Combat Training Centers (CTCs). The specific approach developed in the mid-1970s used Battlefield Operating Systems (BOSs) as the framework for after action reviews (AARs) and take home packages. The BOSs are seven functional areas which encompass tactical operations.

In addition, to enhance the utility of the BOS structure, the U.S. Army Training and Doctrine Command (TRADOC) developed the Blueprint of the Battlefield. That work used the BOS structure as a framework to describe the tactical level of war in terms of operating systems, functions, and generic tasks. While the functional hierarchy in the Blueprint of the Battlefield provided finer granularity than the BOS, the Blueprint of the Battlefield did not represent battlefield processes, critical sequences of events, procedural steps, and many of the tasks that must be accomplished.

This research product is part of an effort to improve further the functional structure for planning and assessing collective training through the identification and analysis of Battlefield Functions (BFs). Like the Blueprint of the Battlefield, the BFs orient on functions (activities and processes that occur over time) while retaining granularity that supports task-based training. The BF analyses extend the Blueprint of the Battlefield in two ways:

- Identify relationships among BOSs, tasks, echelons, and people required to achieve identified outcomes, thus improving representation of battlefield processes and sequences of events.
- Provide explicit ties to tasks derived from ARTEP-MTPs and doctrine, tactics, techniques, and procedures described in doctrinal manuals, applied at CTCs, or identified by

experienced field commanders, thus improving representation of procedural steps and tasks that must be accomplished.

FAs of BFs have been conducted at a level of detail that supports a functional approach to training. The functional approach uses battlefield functions performed by units as the basis for assessing proficiency and planning training. The BF FAs provide content and a framework to apply the functional approach to training. Thirty-nine (39) BFs (Appendix A) are relevant to tactical operations at echelons from battalion through corps. Association of specific BFs to particular type units indicates that those BFs are germane to the unit's training program.

## **Section 2 - Overview of Components to a BF Function Analysis**

The BF FA conducted as part of this project (Innovative Tools and Techniques for Brigade and Below Staff Training (ITTBBST)) contains seventeen (17) components including this User's Guide. The components allow BF FA users the capability to use the BF FA for a variety of purposes, some of which are described in Section 3 below. The title and a brief description of each BF FA component follow.

Overview: Information is provided concerning the presentation of the BF FA components, the table of organization and equipment (TOE) of the type unit for which the BF FA is relevant, and the context in which the FA was developed. The information provides an overview of the analytical approach used for the FA.

Purpose and Outcomes: The overall end result which the BF is supposed to accomplish, termed the purpose, is identified. This component also identifies the endstates or bottom line results necessary to achieve the purpose, termed outcomes.

Flow Charts by Battle Phase (Plan, Prepare, Execute): This graphical description portrays the sequence of BF tasks within the framework of tactical battle phases (i.e., planning, preparation, execution). This component describes the flow of tasks during each battle phase, the vertical task linkages (to higher and lower echelon units), and horizontal linkages to other BFs for the echelon being analyzed. It also depicts information flow which affects the tasks.

Task Linkages to Other BFs/Units: Tasks performed in other BFs or by other units are described as they relate (i.e., are linked) to the tasks of the BF being analyzed. These descriptions provide verbal details of the relationships portrayed graphically by the Flow Charts. The purpose of this component is to allow the user to incorporate related tasks and participants into a training exercise for this BF. Tasks which link to this analysis have been extracted for BFs or units for which FAs have been accomplished and extrapolated for FAs which have not yet been developed.

**Key Participants by Task:** The participants required to perform the tasks are identified. Identification is based on the appropriate echelon/type unit TOE. It includes special staff members who are critical for task accomplishment.

**Key Inputs and Outputs:** The critical information required and generated by participants to successfully accomplish the BF is identified. Where information results from the performance of the BF tasks, BF information output is identified. One BF's information output normally is provided as another BF's input. Critical input and output are organized by the specific part of the doctrinal product or means used to communicate it. The source of critical information is specific only to the BF echelon and function being analyzed, and is not intended to reflect all the information the product may contain. The linkages of inputs and outputs to specific tasks are depicted in the Flow Charts component.

**Task List Summary:** The tasks which are described in detail in the Task List are summarized and numbered. The numbers allow cross referencing among BF FA components.

**Task Lists:** Tasks and supporting tasks necessary to perform the function are listed by battle phase. Normally, the task identifies the primary participants responsible for performing the tasks. The tasks have been extracted from the appropriate ARTEP-MTPs, echelon and functional area field manuals (FMs), and proponent school special texts. The specific sources of references for each task and subtask are shown in brackets [ ] following the task. Tasks derived from ARTEP-MTPs are referenced with the ARTEP-MTP number and task number, such as [ARTEP 5-145-MTP, Task 05-1-0002/1]. Tasks derived from FMs are referenced with the FM number and page number, such as [FM 5-71-3, p. 2-11]. Tasks identified during interviews with TRADOC school proponent subject matter experts (SMEs), CTC Operations Groups, and Army Forces Command units are referenced as field notes (FN) and the source is reflected, such as [FN-NTC CSS OCs]. Tasks derived from the Center for Army Lessons Learned (CALL) are referenced with the notation LL for lessons learned; the CALL publication number and page number are included, such as [LL-CALL Newsletter 95-6, p. 16]. In some cases, the analysis of the BF resulted in identification of tasks for which no doctrinal references could be identified. Such tasks were selected based on author experience and relevant doctrine. These tasks are referenced as author notes [AN]. The references facilitate review of original source material for further detail and context.

**Tasks Organized by Outcomes:** Tasks and supporting tasks necessary to perform the function are listed by outcome. The component supports analysis of performance related to outcomes to identify tasks for sustainment or remediation training.

**Lessons Learned Integrated into the Task List:** The lessons learned extracted from the CALL publications relevant to performing this BF are identified. They are organized and listed by the appropriate task from the Task List component. The purpose of this



component is to provide the user with recent tactics, techniques, and procedures (TTP) associated with the performance of the tasks in this BF.

Gate Tasks: Critical individual or collective tasks which BF participants must be able to perform prior to engaging in the identified BF tasks are listed so that the training can be conducted efficiently and safely.

References: The references and sources used by the analyst are identified.

Index of Battlefield Functions: The thirty-nine (39) BFs relevant to Army tactical echelon units, organized by the BOS they compose, as derived from TRADOC Pamphlet 11-9, Blueprint of the Battlefield, are identified.

Structure of Battlefield Functions: Definitions for the 39 BFs and BOSs they compose are provided.

BFs Listed by Echelon: The occurrences of BFs relevant to training according to echelon/type units are listed. This list is subject to change as research into the relevance of functions continues.

User's Guide: Descriptions are provided of the background of BFs and the Functional Approach to training (Section 1), the components of a BF FA (in this section), and approaches to exploit the flexibility of the BF FA to support multiple Army uses and users (Section 3).

Acronyms and Abbreviations: The acronyms and abbreviations used in the analysis are listed. The acronyms and abbreviations were taken from relevant doctrinal references.

### **Section 3 - Use of the BF Function Analysis**

The analysis of a function contained in each BF FA can support a variety of purposes. General purposes and information needs will be suggested for force developers, materiel developers, doctrine developers, training developers, and unit commanders.

- Force Developers: Develop personnel systems and organizational structures to support the force. Purpose and Outcomes and Task Lists components, for example, could support identification of required capabilities and tasks that a particular unit or organization must be able to perform. The Flow Charts component could support delineation of a new organizational design.
- Materiel Developers: Develop requirements for new systems to ease performance activities of soldiers and to accomplish new battlefield requirements. Through the identification of requirements, new technologies and processes can be applied to support force needs. The

Flow Charts component, for example, could be used to illustrate opportunities to revise procedures to take advantage of enhancements in areas such as information dissemination.

- Doctrine Developers: Develop new and modify existing doctrine to integrate emerging technologies and to implement changing Army missions and priorities. The TTP will evolve to meet new battlefield conditions and requirements as well as to guide combined arms, joint service, and multinational operations. The emphasis in BF FAs on interrelationships can identify gaps in task coverage which should be addressed through revisions to publications such as ARTEP-MTPs.
- Training Developers: Develop new and modify existing training programs to support new doctrine, emerging technologies, changes in organization, and reduced resources and training environments. Potential uses of a BF FA to support areas such as development of training support packages (TSP) and development of training aids, devices, simulators, and simulations (TADSS) are discussed in Section 4.
- Unit Commanders: Assess training effectiveness, develop training plans, and execute training. BF FA support for training assessment and planning training events is discussed in Section 4.

Developers and commanders often begin by performing or examining one or more front end analyses (FEAs) to gain an understanding of a relevant issue. Whether they perform FEAs themselves or draw from available analyses (like the BF FAs), information is sought on many topics. Likely topics include the following (with relevant BF FA components):

- What are the objectives/missions of the system? (Purpose and Outcomes)
- What are the vertical and horizontal linkages between elements, and what are the information inputs and outputs associated with these? (Flow Charts, Tasks Linked to Other BFs/Units, and Key Inputs and Outputs)
- What are the processes and tasks being performed within each element? (Task Lists, Tasks Organized by Outcomes, and Flow Charts)
- Who are the players and/or target audience? (Key Participants by Task)
- What enabling and objective knowledge and skills are required? (Gate Tasks)
- Are there any experiences and lessons learned that would be helpful? (Task Lists and Lessons Learned Integrated into the Task List)

Two detailed examples of BF FA usage are presented in Section 4 below. These examples demonstrate, first, how unit commanders and, second, how training developers can use BF FAs.

The examples should serve as a guide for potential BF FA users in that generic information within the BF FAs is transferable to the other applications.

#### **Section 4 - Unit Commander and Training Developer Use of a BF Task Analysis**

##### **Unit Commanders**

Unit commanders use published Army doctrine as contained in FM 25-100, Training the Force, and FM 25-101, Battle Focused Training to assess training effectiveness and to plan training events. The BF FAs provide relevant information for assessment and planning within the intent of those documents. The added information supports functional training which uses proficiency related to functions as the basis for identifying tasks to be trained and structuring training on those tasks. The BF FAs supplement the training and assessment systems and processes already in use by commanders.

##### **1. Conduct Training Assessment**

The commander assesses the mission essential task list (METL) to identify functions that require attention, to select outcomes for training focus, and to provide specific guidance for training. This functional training assessment allows the commander to perform an analysis across several layers with a successively narrow focus:

- a. METL tasks.
- b. Each BOS for each METL task that requires remediation or sustainment.
- c. Relevant BFs for each BOS that requires remediation or sustainment.
- d. Relevant outcomes for each BF that requires remediation or sustainment.

The commander assesses BF performance in the context of the unit METL and the BOS by using the Purpose and Outcomes component. To support the assessment, commanders could develop and complete a worksheet which relates BFs and the outcomes to the METL and BOS, as depicted in Figure D-1, which presents a completed assessment worksheet for BF 18.

## BF 18 Outcomes (extracted from the function analysis):

1. Complete, concise, feasible, suitable, acceptable, and tactically sound brigade orders that conform to doctrinal standards are issued.
2. Brigade orders are received in no more than 1/3 of the available time and understood by key participants and subordinates.
3. Sufficient hard copies of the brigade order and all key accompanying documents are provided to key personnel in accordance with TSOP.
4. Brigade operations, command, and control continue during planning process.

Mission Essential Tasks	CURRENT TRAINING STATUS					Overall METL Status
	BOS: Command and Control					
	BF: 18- Plan for Combat Operations					
	Outcomes	1	2	3	4	
Defend		P	P	T	P	P
	<u>Outcome 1:</u> OPORD generally very good; need more detail on control measures (excessive risk of fratricide). <u>Outcome 2:</u> Too slow getting information to supporting battalions--FSB especially needs support requirements earlier. <u>Outcome 3:</u> Dissemination is very smooth. <u>Outcome 4:</u> Weak communications between main CP and adjacent units.					
Attack; Movement to Contact		P	U	T	P	P
	<u>Outcome 1:</u> Accuracy of graphics questionable--MCOO inaccurate or unclear--not sure which, may be both. <u>Outcome 2:</u> Adjacent units never received initial WARNO. <u>Outcome 3:</u> OPORD distribution continued to be a strength. <u>Outcome 4:</u> Rear CP: SITMAP and information displays of tactical situation were not current.					
Overall BF Status: BF 18 = P					BOS Status = P	

Note: Italics indicate entries made by hypothetical commander.

Figure D-1. Assessment worksheet for heavy brigade performance of BF 18.

## 2. Plan Training Events

The BF FA supports four steps related to planning a training event. The use of BF FAs to perform each of these tasks is described below.

### a. Selecting Tasks and Supporting Tasks To Be Trained

1) Selection of tasks by outcome or battle phase. When the training assessment identifies outcomes to be achieved, trainers can focus their attention on particular tasks that support the outcome. This process can be streamlined by referring to the Tasks Organized by Outcomes component of a BF FA. The tasks relevant to each outcomes for the BF 18 FA are shown in Figure D-2. While many of the tasks are required by more than one outcome, the supporting tasks will usually vary between the outcomes.

If trainers have no basis for identifying an outcome within the BF or if the training is to focus on a single battle phase, they can select tasks from the Task List Summary component. For most BFs, this component is organized by the battle phases--plan, prepare, and execute--supported by the Flow Chart. The exceptions to that organization are BFs 1 through 4, which cover the Intelligence BOS, and BFs 18 through 20, which cover the command and control BOS by battle phase. The Intelligence BFs reflect the continuous nature of the intelligence cycle.

## BF 18 Outcomes (OC):

1. Complete, concise, feasible, suitable, acceptable, and tactically sound brigade orders that conform to doctrinal standards are issued.
2. Brigade orders are received in no more than 1/3 of the available time and understood by key participants and subordinates.
3. Sufficient hard copies of the brigade order and all key accompanying documents are provided to key personnel in accordance with TSOP.
4. Brigade operations, command, and control continue during planning process.

Tasks (from the Task List)	OC 1	OC 2	OC 3	OC 4
1. The brigade commander and staff direct and lead the brigade during planning for the battle.				X
2. The brigade receives an order initiating a new mission from higher headquarters.	X	X		
3. The brigade commander and staff conduct mission analysis.	X	X		
4. The brigade executive officer directs the staff in the preparation and issuance of a brigade warning order.	X			
5. The brigade commander issues initial planning guidance.	X	X		
6. The brigade commander and staff prepare estimates.	X			
7. The brigade commander and staff develop course(s) of action.	X			
8. The brigade commander and staff analyze course(s) of action.	X			
9. The brigade staff compares course(s) of action.	X			
10. The brigade commander announces decision.	X			
11. The brigade staff prepares the operations order.	X	X	X	
12. The brigade commander and staff issue the operations order.	X	X	X	

Figure D-2. Overview of tasks by outcomes for BF 18 FA.

2) Selection of supporting tasks. Trainers must also select supporting tasks. Supporting tasks are blocks of performance required by the task. Each task and supporting task is structured to describe actions to be performed (e.g., steps) or the end states of the task (i.e., aspects of the standard). The detailed description for each task and supporting task is contained in the Task List component. An excerpt from that component of the BF 18 FA is shown in Figure D-3.

5. **The brigade commander issues initial planning guidance.** [FM 101-5, Chap 4, p. 4-15]
- a. The brigade commander develops planning guidance: [FM 101-5, p. 4-16; FM 71-3, p. 3-3]
    - 1) Using the results of his own mission analysis and his METT-T assessment. [FM 101-5, p. 4-16]
    - 2) Using the results of the brigade staff's mission analysis. [FM 6-20-40, p. 2-1; FM 6-20-50, p. 2-1; FM 6-20-10, p. 1-5; FN-JRTC; FN-194 AR]
  - b. The brigade XO prepares the brigade staff to receive the brigade commander's guidance. [FM 101-5, p. 4-15; ARTEP 71-3 MTP, Task 71-3-0001/2]
    - 1) Determines who must be present at the commander's guidance briefing, if not SOP (e.g., engineer battalion Cdr, FSCoord, MP platoon leader).
    - 2) Ensures staff is prepared to take notes on guidance issued (depending on the level of detail and specificity of guidance).
  - c. The brigade commander issues planning guidance to the brigade staff, which may include: [FM 101-5, p. 4-17; FM 6-20-40, p. 2-1, 2-3; FM 6-20-50, p. 2-1, 2-3; FM 6-20-10, p. 1-7; ARTEP 71-3 MTP, Task 71-3-0001/3]
    - 1) Enemy COA. [FM 101-5, p. 4-17]
    - 2) Restated mission. [FM 101-5, p. 4-18]

Figure D-3. Example of supporting tasks extracted from the Task List of BF 18 FA.

3) **Identification of references.** As Figure 3 also illustrates, the doctrinal source (publication number and task number or page number), in brackets, is included with the listing of each task and supporting task. Trainers can refer to the References component to determine the doctrinal publication title and publication date. They can then refer to doctrinal source material for further detail and context, if desired. Figure D-4 provides examples taken from the References component of BF 18.

<b>Field Manuals (FMs)</b>	
6-20-40	Tactics, Techniques, and Procedures for Fire Support for Brigade Operations (Heavy)
6-20-50	Tactics, Techniques, and Procedures for Fire Support for Brigade Operations (Light)
71-3	The Armored and Mechanized Infantry Brigade
101-5	Command and Control for Commanders and Staff (Draft)
<b>Army Training and Evaluation Program (ARTEPs)</b>	
71-3 MTP	Mission Training Plan for the Heavy Brigade Command Group and Staff

Figure D-4. Excerpt from References component of BF 18 FA.

4) Identification of techniques and useful training information. As part of the task selection process and the planning of the training event, trainers can refer to the Lessons Learned component. This component identifies lessons learned extracted from the CALL publications. This component also provides information not necessarily contained in the applicable doctrinal references but determined to be relevant to training of the function based on performance history of brigades at the CTCs. In other cases, lessons learned at CTCs may provide a clearer definition of how tasks should be performed and the conditions under which they must be performed. An excerpt from that component of the BF 18 FA is shown in Figure D-5.

5.	<b>The brigade commander issues initial planning guidance.</b>
LL -	Determine the amount of planning guidance the staff requires to develop the plan. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 9]
LL -	Do not suppress the staff's ability to plan by providing excessive planning guidance. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 9]
LL -	Sketch the initial concept of the operation for the staff. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 9]

Figure D-5. Excerpt from Lessons Learned Integrated into the Task List component of BF 18 FA.

b. Selecting the Training Audience. After determining which tasks must be trained, trainers should next identify the training audience. The Key Participants by Task component of the BF FA supports that analysis. This component, based on the unit's TOE, specifies the participants required to perform the tasks selected for training. One potential result of this review is that trainers may have to coordinate (through the appropriate commanders) with external units to have a specific special staff member participate in the training event. Figure D-6 depicts an example of that component of the BF 18 FA.

<b><u>Tasks</u></b>
5. <b>The brigade commander issues initial planning guidance.</b>
<b><u>Participants</u></b>
Bde Cdr, Bde XO, Bde CSM, Bde S2, DS MI Co Cdr, Bde S3, Bde S3-Air, Bde S3 Opns Sgt, CMLO, FSCOORD, FSO, Engr Bn Cdr, ABE, ADLO, AVLO, ALO, Bde S1, Bde Chaplain, Bde Surgeon, MP Plt Ldr, Bde S4, BSO, Bde HQ Co Cmdt, Bde S5 (if assigned)

Figure D-6. Excerpt from Key Participants by Task component of BF 18.

c. Identifying Task Training Sequences and Products To Support Training. Unit trainers must also decide which products and information sources must be replicated or emulated to introduce external stimuli to the training events. The Flow Charts and Key Inputs and Outputs components help determine that information.



The flow charts are used to determine: (a) the flow of tasks during each battle phase; (b) vertical task linkages (to higher and lower echelon units); (c) horizontal task linkages (to tasks in other BFs for the echelon being analyzed); and (d) information input and output which affect relevant tasks. The flow charts provide a graphical description of tasks as they are sequenced within the framework of the battle phases. Although the sequencing of tasks throughout each battle phase is intended to reflect the flow of tasks, tasks may be performed concurrently or may interact with preceding or subsequent tasks.

The Inputs section of the Key Inputs and Outputs component contains critical information, organized by the doctrinal product or means used to communicate it, required by participants to achieve the purpose of the BF. The information and products described must be replicated to drive training events. The Lessons Learned Integrated into the Task List component can also support identification of conditions to be replicated.

The Outputs section of the Key Inputs and Outputs component describes information which results from the performance of the BF tasks. The Outputs should be covered by performance standards and should usually be covered during the after action review (AAR). An excerpt from the Key Inputs and Outputs component of the BF 18 FA is shown in Figure D-7.

**KEY INPUTS****D - 4      GUIDANCE AND INFORMATION FROM THE DIVISION  
COMMANDER AND STAFF.**

- a. Division commanders verbal or written guidance.
- b. Operational situation reports (OPSITREPs).
- c. Periodic personnel report (PPREPT).
- d. Periodic intelligence report (PERINTREP).
- e. Periodic operation report (PEROPRPT).
- f. Periodic logistics report (PERLOGRPT).
- g. Periodic civil affairs report (PERCARPT).
- h. Engineer reports.
- i. Field artillery reports.
- j. Air defense artillery reports.
- k. Other reports of planning or critical combat information of interest to the brigades.

**KEY OUTPUTS****Bde - 3      BRIGADE WARNING ORDER**

- a. Mission, intent, and CCIR of brigade commander.
- b. Graphics.
- c. Types of fire support munitions available, including CSR and RSR.
- d. Enemy situation.
- e. Assets available for collection of information and intelligence.
- f. Task organization.

Figure D-7. Excerpt from Key Inputs and Outputs component of BF 18 FA.

d. Determining Prerequisite Training Tasks. If units are to obtain full benefit from training, participants must have previously achieved a level of proficiency in the individual and collective tasks required to enable safe and effective training of the selected tasks. Identification of such prerequisite tasks is accomplished by analyzing the Gate Tasks component. Trainers use this information to provide focus for individual training, subordinate echelon collective training, and staff training. An excerpt from the Gate Tasks component for the BF 1 FA contained in this research product is shown in Figure D-8.

**5. The brigade commander issues initial planning guidance.****S2**

[STP 34-35II-MQS, Intelligence]

- Conduct situation development [01-3381.01-4016].

**Officer Common Tasks:**

[STP 21-II-MQS, Common Tasks]

- Brief to Inform, Persuade, or Direct [01-9007.01-0250]
- Communicate effectively as a commander or staff officer [03-9001.12-0003]

**NCO Common Tasks for: All Primary and Special Staff NCOs**

[STP 21-24-SMCT, Common tasks]

- Prepare situation report [SITREP] [071-332-5022].
- Prepare a strip map [551-721-3359].
- Prepare an operation overlay [071-332-5000/ 71-3-3002[2] MTP 71-3].
- Conduct operations security [OPSEC] procedures [113-573-0002].
- Integrate risk management into mission [850-001-4001].

[ARTEP 71-3-MTP]

- Perform duties in a tactical operations center or admin/log command post [7-1-3904/3036].
- Analyze tactical mission statement [ARTEP 71-3 MTP, Task 71-3-3001].
- Prepare plans/orders/annexes IN ACCORDANCE WITH FM's 71-2 and 101-5 [7-1-3904[9] / 71-3-3002].
- Prepare operational journals [ARTEP 71-3 MTP, Task 71-3-2006[2]].
- Advise and assist staff on elements of BOS that support/impact their staff function [ARTEP 71-3 MTP, Task 71-3-0001].
- Maintain the current situation (71-3-3003).

Figure D-8. Excerpt from Gate Tasks component of BF 18 FA.

**Training Developers**

The TRADOC service schools (proponents) develop training materials to guide individual and collective training. Training development is conducted within the framework of the systems approach to training. The BF FAs support the systems approach for collective training by identifying not only the tasks for each type of unit, but also horizontal and vertical relationships within each BOS, relationships among BOS, and relevant details about the relationships. The descriptions of interrelationships, which describe the scope of required synchronization plus details about tasks and supporting tasks, provide training developers with information about the content of training which they are supporting.

Within TRADOC, current training development supports Force XXI. The BF FAs are especially germane to the WARFIGHTER XXI (collective) emphasis. The information in each BF FA can be applied within each of the five WARFIGHTER XXI components:

- Standard Army Training System (SATS)
- TSPs
- TADSS
- Standard After Action Review System (STAARS)
- Army Training Digital Library (ATDL)

#### 1. Standard Army Training System

The SATS is a computer-based software system that automates training management doctrine. The most direct connection of BF FAs to SATS is through the Combined Arms Training Strategy (CATS). This is the mechanism for establishing long-range and short-range unit training strategies. Each CATS identifies tasks, drills and exercises, TADSS, and resources to support training for each unit type. The BF FA components help developers identify tasks to be addressed by the strategy; the FAs are especially useful for identifying staff tasks that are not currently included in ARTEP-MTPs. In addition, BF FAs directly support two elements of the CATS-- Training Unit Audience and Prerequisite Training Gates. Training developers can extract information about the audience for training from the Key Participants by Task component. They can find prerequisites for the tasks in the Gate Tasks component. Figure D-9 shows extracts from the CATS for the Armor Battalion Task Force that were based on the BF FAs for the battalion task force.

Training Unit Audience	Prerequisite Training Gates
MOVEMENT TO CONTACT	
Full TF, including Slice (includes FSO/FSE, CEWI Assets, Engineer, ADA, TACP, TF Combat/Field Trains (BSA))	<b>TF Command Posts, Staff and Slice (Attached units, staff elements, and LNOs)</b> - Assessed at "T" level task proficiency in the performance of BOS functions and supporting tasks: 7-1-3003, 4, 5, 6, 7, 8, 9, 14, 15, 18, 19, 21, 22, 23 24, 27. . .

Figure D-9. Extract from CATS for battalion task force.

#### 2. Training Support Packages

A TSP for collective training integrates training products, materials, and information necessary to train one or more tasks. The BF FAs support development of unit preparation materials, tactical materials, and trainer materials. Examples of how the components can contribute to development of TSPs include:

- The Task Lists component or Tasks Organized by Outcomes component can be a useful first draft for a training and evaluation outline. Since both lists may include tasks that are not explicitly described in ARTEP-MTPs, they are especially valuable in designing staff training.
- Training developers can augment the training and evaluation outline by providing tactics, techniques, and procedures drawn from Lessons Learned Integrated into the Task List component.
- Several components work together to specify conditions that must be replicated for realistic training. The Flow Charts and Key Participants by Task components show the type of horizontal and vertical interactions that should be built into the scenario. The Task Lists and Key Inputs and Outputs components describe the scope of those interactions. The inputs and outputs can be especially useful in packaging required information to train particular tasks.
- In addition to setting out the conditions, the Purpose and Outcomes and Key Inputs and Outputs components can be the basis for building "A Way" demonstrations of how the various units, sections, and individuals are synchronized during the operation and what results the event/exercise should produce.
- The Purpose and Outcomes component can be a guide for organizing an AAR. Once an OC identifies an outcome to be sustained or improved, the Tasks Organized by Outcomes component can be used to identify particular tasks and supporting tasks to address in the AAR.

### **3. Training Aids, Devices, Simulators, and Simulations**

The BF FAs support TADSS development by defining requirements in terms of tasks which should be performed. In other words, the BF FAs describe the "what" of training so that TADSS developers can develop the "how." The FAs are especially valuable for specifying interactions between echelons and among units. Three components give such information: Flow Charts, Tasks Linked to Other BFs/Units, and Key Participants by Task.

### **4. Standard After Action Review System**

The STAARS will be linked to live, virtual, and constructive exercises and operations with the intent of translating lessons learned into leader development and collective training concepts, methods, and strategies. Since BF FAs structure assessments at successively precise levels

(mission, BOS, BF, outcome, and task), they would be well suited to an automated feedback system. The BF FAs can also provide a useful level for aggregating CTC-based lessons learned between the task and BOS levels. In the same way that the Purpose and Outcomes component can facilitate AARs by CTC OCs, the information in that component can structure lessons learned.

## **5. Army Training Digital Library**

The ATDL is a repository of digital information related to training. The BF FAs are compatible with ATDL formats and some FAs have been partially formatted into the Automated Systems Approach to Training. The ATDL makes it possible to share the information from BF FA components with commanders in the field through the interactive electronic "library without walls" that provides digitized access to training information. In addition, the BF and outcome structure could be useful in organizing task-related information within ATDL.

## **Appendix E**

### **ACRONYMS AND ABBREVIATIONS**

This component identifies the acronyms used by the authors in the function analysis. Acronyms were derived from relevant doctrinal publications.

2IC	second in command
A2C2	Army airspace command and control
AAR	after-action review
ABCS	Army battle command system
ABE	assistant brigade engineer
AD	air defense
ADA	air defense artillery
ADALO	air defense artillery liaison officer
ADC	area damage control
ADO	air defense officer
ADP	automated data processing
ADW	air defense warning
AGM	attack-guidance matrix
AI	air interdiction
AI	area of interest
A/L	administrative/logistics
AN	author note
AO	area of operations
App	appendix

ARI	Army Research Institute
ARTEP	Army Training and Evaluation Program
ASL	authorized stockage list
ASP	ammunition supply point
ASR	alternate supply route
ATDL	Army Training Digital Library
ATO	air tasking order
ATP	ammunition transfer point
AXP	ambulance exchange point
BAS	battalion aid station
BCC	battlefield circulation control
BCOC	base cluster operations center
BDAR	battle damage assessment and repair
Bde	brigade
BF	Battlefield function
BFV	Bradley Fighting Vehicle (M2/M3)
BMO	battalion maintenance officer
Bn	battalion
BOS	battlefield operating system(s)
BSA	brigade support area
Btry	battery



C2	command and control
C2W	command and control warfare
C3	command, control, and communications
C3I	command, control, communications, and intelligence
CALL	Center for Army Lessons Learned
CAS	close air support
CATS	Combined Arms Training Strategy
CCF	critical combat function(s)
CCIR	commander's critical information requirements
CCP	casualty collection point
Cdr	commander
CDS	container delivery system
CEB	clothing exchange and bath
CESO	communications-electronics signal officer
CHS	combat health support
CI	counterintelligence
CL	class
CL I	subsistence items
CL II	individual equipment, clothing, tool sets, house keeping supplies
CL III	petroleum, oils, lubricants
CL IV	construction and barrier material

CL V	ammunition
CL VI	personal demand items
CL VII	major end items
CL VIII	medical material
CL IX	repair parts and components
CL X	material to support nonmilitary programs
CMLO	chemical officer
CMO	civil-military operations
CMT	company maintenance team
CMTC	Combat Maneuver Training Center
COA	course of action
CONUS	continental United States
CP	command post
CPX	command post exercise
CS	combat support
CSA	corps support area
CSM	command sergeant major
CSR	controlled supply rate
CSS	combat service support
CSSAMO	combat service support automation management officer
CSSCS	combat service support control system
CTC	combat training center

DA	Department of the Army
DAO	division ammunition officer
DISCOM	division support command
DMMC	division material management center
DMOC	division medical operations center
DMP	decision-making process
DS	direct support
DSA	division support area
DST	decision support template
DTDD	Directorate of Training Development and Doctrine
DTTP	doctrine, tactics, techniques, and procedures
DZSTL	drop zone support team leader
EC	electronic combat
ECCM	electronic counter countermeasures
EEFI	essential elements of friendly information
EMP	electromagnetic pulse
Engr	engineer
EPW	enemy prisoner(s) of war
EW	electronic warfare
FA	field artillery; function analysis
FCT	firepower control team

FEA	front end analysis
FFIR	friendly forces information requirements
FLE	forward logistics element
FM	field manual
FM	frequency modulated
FN	field note
FORSCOM	U.S. Army Forces Command
FRAGO	fragmentary order
FSB	forward support battalion
FSCM	fire support coordinating measure
FSCoord	fire support coordinator
FSE	fire support element
FSO	fire support officer
FTCP	field trains command post
FTX	field training exercise
G5	Assistant Chief of Staff, civil affairs
GRREG	graves registration
GS	general support
HET	heavy-equipment transporter
HHC	headquarters and headquarters company
HN	host nation

HPTL	high payoff target list
HQ	headquarters
HSS	health service support
IFF	identification, friend, or foe
INTSUM	intelligence summary
IPB	intelligence preparation of the battlefield
IR	information requirements
ITTBBST	Innovative Tools and Techniques for Brigade and Below Staff Training
JRTC	Joint Readiness Training Center
JSEAD	joint suppression of enemy air defense
LADW	local air defense warning
LAN	local area network
LL	lessons learned
LLTR	low level transit route
LNO	liaison officer
LOC	lines of communication
LOGPAC	logistics package
LOGSTAT	logistics status
LP	listening posts
LRP	logistics release point

LZ	landing zone
MBA	main battle area
MCI	minimum critical information
M/CM/S	mobility/counter-mobility/survivability
MCO	movement control officer
MCOO	modified combined obstacle overlay
MDMP	military decision-making process
MEDEVAC	medical evacuation
METL	mission essential task list
METT-T	mission, enemy, terrain, troops, and time available
MI	military intelligence
MIJI	meaconing, intrusion, jamming, and interference
MMC	material management center
MOPP	mission-oriented protective posture
MOS	military occupational specialty
MP	military police
MPD	monitor, plan, and direct
MQS	military qualification standards
M/S	mobility-survivability
MSB	main support battalion
MSR	main supply route

MST	maintenance support team
MTOE	modification table of organization and equipment
MTP	mission training plan
NAI	named area of interest
NBC	nuclear, biological, and chemical
NBCWRS	NBC warning and reporting system
NCO	noncommissioned officer
NCS	net control station
NMC	nonmission capable
NSF	naval surface fires
NTC	National Training Center
O&I	operations and intelligence
OC	observer-controller
OCIE	organizational clothing and individual equipment
OCOKA	observation and fields of fire, cover and concealment, obstacles, key terrain, avenues of approach
OEG	operational exposure guide
OP	observation post
OPCON	operational control
OPFOR	opposing forces
OPLAN	operations plan
OPORD	operations order

OPSCHEd	operations schedules
OPSEC	operations security
OPSITREP	operational situation report
Pam	pamphlet
PERCARPT	periodic civil affairs report
PERINTREP	periodic intelligence report
PERLOGRPT	periodic logistic report
PEROPRPT	periodic operation report
PERSTATREP	personnel status report
PIR	priority intelligence requirements
PLL	prescribed load list
PM	provost marshal
POC	point of contact
POL	petroleum, oils, and lubricants
PPREPT	periodic personnel report
PRF	pulse repetition frequency
PSYOP	psychological operations
R&S	reconnaissance and surveillance
RACO	rear area combat operations
RBP	ration breakdown point
RCPOC	rear command post operations center



REFORGER	return of forces to Germany
ROE	rules of engagement
ROM	refuel-on-the-move
ROZ	restricted operations zone
RSR	required supply rate
S1	adjutant/personnel officer, brigade and battalion staff
S2	intelligence officer, brigade and battalion staff
S3	operations and training officer, brigade and battalion staff
S3 Air	operations and training officer - air operations, brigade and battalion staff
S4	supply/logistics officer, brigade and battalion staff
S5	civil-military operations, brigade and battalion staff
SAAS	standard Army ammunition system
SALT	supporting arms liaison team
SAMS	standard Army maintenance system
SARSS	standard Army retail supply system
SATS	Standard Army Training System
SCATMINE	scatterable mine
SGS	Secretary of the General Staff
sgt	sergeant
SIDPERS	standard installation/division personnel system
SITREP	situation report

SM	soldier's manual
SMCT	soldier's manual of common tasks
SME	subject matter experts
SO	signal operations
SOF	special operations forces
SOI	signal operating instructions
SOP	standing operating procedures
SOR	specific orders and requests
SPBS-R	standard property book system - redesigned
SPO	security, plans, and operations
SPOTREP	spot report
STAARS	standard after action review system
STP	soldier's training publication
SYSCON	systems control
TA	task analysis
TACCS	tactical Army combat service support computer system
TACSOP	tactical standing operating procedure
TADSS	training aids, devices, simulators, and simulations
TAI	targeted area of interest
TCF	tactical combat force
TCP	traffic control point

TEWT	tactical exercise without troops
TF	task force
TG	trainer's guide
TOC	tactical operations center
TOE	tables of organization and equipment
TOW	tube-launched, optically tracked, wire-guided missile
TRADOC	U.S. Army Training and Doctrine Command
TSOP	tactical standing operating procedures
TSP	training support package
TSS	target selection standards
TTP	tactics, techniques, and procedures
UAV	unmanned aerial vehicle
UMCP	unit maintenance collection point
USAARMC	United States Army Armor Center
USAARMS	United States Army Armor School
USMC	United States Marine Corps
USN	United States Navy
WARNO	warning order
WCS	weapons control status
XO	executive officer